

Local Government Service

JOURNAL OF THE NATIONAL ASSOCIATION OF LOCAL GOVERNMENT OFFICERS

No. 18 VOL. XXV

JUNE 1949

THREEPENCE

PAGE	PAGE		
Establishment Problems in Local Government	384	Readers' Forum	392
Higher Salaries Despite Wage Freezing ?—by A. Sandison	387	"Organise It"—by "Tobias"	395
Local Government N.J.C. Fixes Scales to £1,000	388	At Random—by "Hyperion"	395
Public Relations Weekend Schools	389	A NALGO Diary—by "Abingdon"	396
Electricity Notes—Annual Meeting of N.J.C.	390	L.G.O.s May Carry Pension Rights to Civil Service, Public Boards and Colonial Service	398
Transport Notes—NALGO Will Strive to Improve Salaries	390	Scottish Notes—by R. Deas	400
Health Notes—Establishment of Consultative Committees	391	My Bookshelf—by Edward Kay	400
Gas Notes—Negotiating Machinery on Way to Completion	391		

STAFF PROBLEMS REVIEWED

IT is significant that the Institute of Public Administration, a body quite independent of the local government "machine" (though NALGO, with other local government and civil service organisations, played a leading part in its formation) should appreciate the importance of local government staffing sufficiently to stage a two-day conference in London at which councillors and officials concerned with establishment work could discuss their common problems.

Fifteen years ago, there can hardly have been an establishment officer in existence outside Whitehall, and few authorities had even appointed establishment committees. The Hadow Committee of 1934 emphasised the importance of the best possible staff in local government, and suggested means whereby it might be secured. Notable among these were the appointment of establishment committees and, for authorities employing large staffs, an officer "to assist the clerk" in advising that committee. Now there has grown a system which, in its most highly developed form in the service of the London County Council, comprises a full-time establishment officer in each large department and, in the department of the clerk of the council, a director of establishments to co-ordinate the activities of his departmental colleagues and to deal generally with staff recruitment, training, and promotion.

Negotiating Delays

At the conference—which we report this month—the main duties of establishment officers came under review. Many familiar aspects of local government staff problems were re-stated and some new ones were brought to light. On the machinery of joint negotiation—also a relatively new growth in local government generally, though the fact is often overlooked to-day—EDWARD BISHOP, employers' secretary of the National Joint Council, made two points which call for special emphasis at a time when many NALGO members are chafing at what they consider to be major faults of the system. Lack of speed in negotiation, so often criticised from the staff side, is, Mr. Bishop emphasised, not due to evil-mindedness nor to inattention on the part of the employers, but to the inherent complexity of staff conditions. Each claim must be subjected to critical examination; its repercussions must be evaluated; other interested parties may have to be consulted; a hurried decision would inevitably be ill-founded and would command neither support nor respect.

From this inevitable delay follows the second point, upon which Mr. Bishop quoted from a paper by SIR HORACE WILSON, the independent chairman of the National Joint Council. Sir Horace agreed that joint machinery must move slowly. But he went on from that to argue

that, since the delay was in no way the "fault" of either side, neither side should suffer as a result. Accordingly, when a decision was reached, it should operate from the time the claim was made; the traditional dislike of retrospective awards by finance committees and municipal treasurers should be disregarded. These are brave words which will be treasured by staff side representatives as they slowly steer their claims through the Whitley channels—and should be remembered by staffs themselves when they find the long period between the presentation of a claim and the decision upon it growing irksome.

Misleading Analogies

Another point, made by T. J. JONES, the L.C.C.'s director of establishments, also deserves thought. He poked polite fun at those who advocate "a coherent pay structure on a national basis"—a basic rate with pluses and minuses for each job according to its relative attractiveness or unattractiveness. Suggesting that we should never get general assent to any such reconstruction of the national pay system, Mr. Jones referred to the common complaints of "anomalies": nurses think they have made out a case for higher pay if they show that they get less in cash than a kitchenmaid; a schoolmaster compares his salary—but not his holidays—with that of a dentist; and so on. Analogies, said Mr. Jones, are often false because they are incomplete; inequalities are often more apparent than real, and there may be compensations which are overlooked. Dare we suggest that there is a lesson here for some NALGO members?

Mr. Jones made a further point which, though well understood by most local government officers, is little appreciated by the public at large, and, since it is a common cause of misunderstanding, might well be brought out more clearly in our public relations work. Of the L.C.C.'s total staff of 59,000, he disclosed, no more than 6,000 are administrative, clerical and typing staffs, while 3,000 are technicians—architects, doctors, dentists, engineers, solicitors, and the like. The remaining 50,000—more than 90 per cent. of the total—are "operative"?—such people as teachers, nurses, firemen, engineering and building trade operatives, and so on. This disposes effectively of the picture, so often painted in the popular press, of the "hordes of pen-pushers and petty bureaucrats" infesting our town and county halls. In the country as a whole, fewer than one in ten of the employees of local authorities are "officials."

Also made clear at the conference was the fact that establishment work is not limited to personnel management and staff recruitment and conditions. It embraces also the organisation of the work. An establishment officer is not there simply to provide (if he can) whatever staff his executive colleagues see fit to demand. He must also play a part in deciding what

staff is needed, both in quantity and in grade, and to do this he must consider whether the work is properly arranged or whether some more economical organisation could not be devised.

Two modern devices for improving methods of work were mentioned: the joint efficiency committee and the techniques known collectively as Organisation and Methods, to which we referred last month. It was particularly interesting to hear the clerk of the L.C.C. paying tribute from the "management" side to the thirty or so joint efficiency committees which have been functioning at London County Hall after a prolonged campaign by the staff in favour of the idea. Many useful ideas had emerged—but the committees had justified their existence not only by their direct results but by the psychological value deriving from giving the staff a direct opportunity to express and test their own ideas for improving working methods.

We have often commended such methods in these columns—hitherto, alas, with little result. It is to be hoped that the success of the L.C.C. Staff Association will encourage some NALGO branches to push ahead with the idea, for we are far from sharing the gloomy view of the correspondent who, in "Readers' Forum" this month, condemns all co-operation with the employers in pursuit of greater working efficiency as a "betrayal" of trade union principles. Such co-operation, in our view, can do nothing but good, benefiting alike the employer, the employee, and the community which both are pledged to serve.

Systematised Common-sense

A more detailed account of the Organisation and Methods technique was given to the conference by J. R. SIMPSON, head of the division responsible for this work at the Treasury. He was at pains to show that O. and M. is really only a sort of systematised common-sense, operated by ordinary administrators who, temporarily, are specialising in that sort of job. Although those who practise the art develop an expertise (as well as a jargon), there is nothing mystic or esoteric about it. Mr. Simpson suggested that there was even greater scope for these devices in local than in central government—and his view was given practical support by Alderman D. A. G. PRICHARD, of Battersea, who made the interesting disclosure that the metropolitan boroughs, through their joint committee, were about to set up an O. and M. service for co-operative use—a plan which other authorities will no doubt watch closely.

It is the aim of "Local Government Service" to encourage the fullest freedom of opinion and expression within the Association. Unless the fact is expressly stated, therefore, views put forward—in the editorial columns or in signed articles—should not necessarily be regarded as expressing the considered policy of the Association.

ESTABLISHMENT PROBLEMS IN LOCAL GOVERNMENT

I.P.A. Conference Discusses Recruitment, Training, Salaries, Negotiation, and Efficiency

"THE tendency of public bodies is to economise on salaries. People look askance at highly-paid public servants; whereas it is just from these that you get something for your money . . . that is the danger of municipalities and other democratic corporations; they will not realise with sufficient clearness that the manager and administrator is worthy of large remuneration, that to get the best man you want to pay him well, and that to put up with a second-rate article when you can get the best is but a poor policy and in the long run bad economy. Cheap men are seldom any good. In a large concern they may waste more than their annual salary in a week."

With these encouraging words—quoted from an address delivered 45 years ago by the late Sir Oliver Lodge, Ald. T. W. BURDEN, M.P., opened, in London on April 28-29, the most comprehensive and fully attended conference on local authority establishment work yet held. Organised by the Institute of Public Administration, the conference was attended by 800 delegates, members and officers, of local authorities throughout the country. For two days, under the chairmanship of Sir HORACE WILSON, independent chairman of the National Joint Council for the local government service, they discussed papers on the work of establishment committees and officers, negotiating machinery, the work of the Examinations Board, and the application of "Organisation and Methods" to local government.

In his opening paper, on *The Constitution and Functions of Establishment Committees*, Ald. Burden fully supported the advice he had quoted from Sir Oliver Lodge. It had always seemed to him both wise and good; he deplored the fact that, in his experience, officers' salaries had been perhaps the most fruitful source of controversy and disagreement, and he criticised the parsimonious tendencies of some of his colleagues.

Specialist Committees Needed

Ald. Burden went on to quote from the report of the Hadow committee, published in 1934 and recommending that "every local authority should entrust to one committee all questions affecting the recruitment, qualifications, training, and promotion of officers."

Although the principles of the Hadow report were accepted by NALGO "after some doubts and hesitations," Ald. Burden continued, progress in applying them was disappointingly slow, and it was not until the adoption by the National Joint Council of the Charter in 1946 that many local authorities recognised the need for an establishment committee in which a specialised body of men and women, with expert knowledge of local conditions, would be able successfully to administer the complex wage and salary structures. Their appointment had been opposed by both chief officers and employing committees. In the nature of things, neither committees nor officers welcomed the loss of authority to deal with what they considered to be "their" staff—but it was wrong for an officer's chance of regrading to depend upon the persuasive powers or popularity of his chief with the committee. Though the work of establishment committees was

technical, arduous, and lacking in limelight, Ald. Burden was confident that his own authority had benefited by the appointment of such a committee, and the advantages to council and staff fully justified the work entailed.

Ald. Burden had recommended that the establishment committee should be a specialist body, neither a sub-committee of the finance committee nor a committee of the chairmen of other committees, but composed of members chosen for their aptitude for establishment work. This view was challenged by several speakers, some of whom argued that a committee made up of chairmen and vice-chairmen of executive committees brought expert knowledge of the work of every department to the establishment committee, while others urged that the interdependence of finance and staffing made it desirable that the establishment committee should be an offshoot of the finance committee. On the other hand, several speakers agreed with Ald. Burden that establishment work was a speciality, as much as housing, health, or education, and was best dealt with by an independent committee of members who elected to devote their main activities to this work. Their freedom from ties with other committees helped them to be impartial when assessing the staffing needs of the various departments.

EFFICIENT STAFFING Safeguard Against Further Transfer of Duties

"ONE of the best safeguards against the further transfer of duties from the sphere of local government is for local authorities to be able to demonstrate that their staffing, organisation, and methods can bear comparison with any other service or business in the country." This was the keynote of the second paper, by T. J. JONES, director of establishments to the London County Council, on *The Status and Responsibilities of Establishment Officers*.

Though London was not a typical local government unit, said Mr. Jones, the problems of staff and structure in the L.C.C. service were, apart from size, common to all. His paper related mainly to that service, in which, since 1935, a whole-time establishment officer of senior rank had been appointed in each large department, with part-time officers in smaller departments. In 1947, the council created the position of director of establishments, subordinate to the clerk of the council, to advise the clerk on "all questions of the organisation, management, conditions of service and welfare of staff; to study methods of departmental and administrative organisation, including questions of welfare; and of securing a contented and, therefore, an efficient staff; to consider . . . methods of recruitment, promotion and training. . . ." The director of establishments consults with the heads of departments and their establishment officers, for his duties are co-ordinative and not independent; he has a status which, in Mr. Jones's words, "does not cause him to compete on very unequal terms in negotiations" with them; he acts in his own capacity (on behalf of his chief, of course); and is recognised by council committees and negotiating bodies as the council's representative on staffing matters.

Today, Mr. Jones continued, those exercising establishment functions in local government

were faced with two conflicting problems—to find staff to extend the health, education and welfare services, and run various new activities; and to assist in reducing the call of local government on national manpower. The L.C.C. staff totalled 59,000, of whom more than 50,000 were broadly "operational"—including teachers, nurses, firemen, building workers, domestic staff, and so on; 3,000 were professional folk like architects, doctors, engineers, solicitors, and surveyors; and about 6,000 were the administrative and clerical staff. These proportions were significant. It was not always realised by those who called for economies in an authority's administrative and clerical staff that they were dealing with only one-tenth of the whole. Large as were the staffs of local authorities, only the smallest fraction were engaged in the "regulatory and public control" work which could possibly cause them to be dubbed "bureaucrats."

In recruiting, the L.C.C.—like other local authorities—now had to compete vigorously with industry and commerce for a limited supply of manpower and must adjust its recruitment methods to the realities of the situation while maintaining adequate standards and continuing to guard against patronage.

On promotion, he observed that the system of annual reports started a year or two ago was still in an experimental stage and they had not yet solved the problem of allowing for the "idiosyncrasies of the marksmen"—some of whom thought all their geese were swans, while others regarded every member of their staffs as too young and ignorant for higher responsibility.

Misleading Pay Comparisons

Discussing service conditions and negotiation, Mr. Jones said that coherent pay structure on a national basis had often been advocated, but there were great practical and political difficulties. In theory, a structure might be designed with a basic rate and plus and minus weightings to allow for the physical and intellectual requirements of each post, for its attractive or unattractive features, and other such factors—but there was little likelihood that the values assigned to such differences would command general assent. Today, complaint of alleged anomalies was common; "nurses assert that they are treated worse than kitchenmaids; a schoolmaster complains that he receives less than a dentist; a bank official wistfully contrasts his long hours and short holidays with the short hours and long holidays of teachers. Those who take part in negotiations know how frequently appeal is made to analogies which are often false because they are usually incomplete; inequalities are often more apparent than real; and there are sometimes compensations . . ."

Another responsibility of establishment officers was "organisation and efficiency." Under this head, Mr. Jones spoke of the newly-developed organisation and methods technique and of the thirty joint efficiency committees which were set up in the L.C.C. service over a year ago. "Many useful ideas have emerged," he said, "and there is little doubt that they have justified their inception, not only by their direct results but by the psychological benefit to the staff of having established machinery through which they are able to express and test their own suggestions for improvements in work methods." Other topics included

Whitleyism Calls for Compromise and Involves Delays

accommodation—"good accommodation and equipment are essential requirements for a happy and efficient staff"—and training. Mr. Jones quoted with approval the words of the Assheton report on training in the civil service; "Training must be regarded as part of the work of the department and full allowance made for it in all staffing budgets. This is not wasteful; on the contrary it is the essence of sound management." It would be a good thing he thought, were the civil service and the local government service to undertake some combined operations in matters of common interest and for the former thus to learn more about the latter.

Not a Narrow Specialism

Mr. Jones concluded with some general observations on establishment officers' work. He stressed the importance of the establishment officer "seeing for himself" all the places where work was done—"one look is worth a dozen reports." Establishment work should not be allowed to become a narrow specialism; the staff who practised it should be drawn from those with general administrative experience with an aptitude for the job and they should not remain on it permanently but be available for transfer to general administrative work.

Some of the criteria which establishment officers should apply in judging the efficiency of a department's functioning were delegation of responsibility, so as to ease internal working and to facilitate the doing of business rapidly with those outside; sound relations between councillors and staff, courteous without being intimate and scrupulously free from personal or party bias on either side; and smooth, understanding relations between one department and another and between the various categories of staff—especially between professional and non-professional officers.

Clerk—or Treasurer in Charge?

The debate on this paper showed a similar cleavage of opinion to that which had developed in the discussion of establishment committees. While all agreed that the big authorities needed a full-time establishment officer—or even more than one—there was dispute whether, in the smaller authorities, establishment work should fall to the clerk or the treasurer. Supporters of the treasurer made a strong case. Half local government expenditure was on staff, they pointed out—and so costly an item ought to be under the rigid control of the finance expert. In any event, he had to keep staff records and know service conditions for pay purposes; why duplicate data in another department? For the clerk, on the other hand, it was urged that, since he was the senior officer, he alone enjoyed the prestige and status essential in staff negotiations.

HOWARD ROBERTS, clerk to the L.C.C., strongly commended the joint efficiency committee as a means of enhancing efficiency and as a counter-blast to dictatorship and regimentation. By securing the co-operation and goodwill of men and women on the job, he pointed out, it was possible to get work done more effectively and with smaller staffs. In his own service, a joint efficiency committee had devised a simplified organisation for land charges work which had greatly reduced the time taken to handle the work as well as the staff employed upon it.

NEGOTIATING MACHINERY Representatives Must Be Given Discretion

FROM establishment, the conference turned to the wider problem of the determination of service conditions, with a paper on *Joint*

Negotiating Machinery in Local Government by EDWARD BISHOP, employers' secretary of several of the national councils for local authority employees. Mr. Bishop surveyed the growth of Whitleyism in local government, contrasting the early start and unbroken development of the National Joint Council for manual workers (in continuous existence since 1919) with the chequered life of that for administrative, professional, technical and clerical services, which came into effective operation only in 1944. In explanation of the method of work (and in answer to some criticism of those bodies) Mr. Bishop quoted from a paper by Sir HORACE WILSON, who had said:

The proceedings of the National Council are frequently in the nature of negotiations, in the course of which the two sides, advancing or retreating from their initial positions, by discussion and by "give and take" arrive at an agreed solution of the problem to be settled . . . The practical difficulty of conducting negotiations of this nature if one side were to be composed of some 1,500 separate authorities will be obvious and needs no further comment. In any event, a National Council implies national responsibilities and assumes the exercise of judgment based on close and continuing attention to the matters calling for joint discussion, and, if possible, agreement with the other side. Naturally, national representatives should (and for their peace of mind would) take care to have knowledge of provincial, if not strictly local, views on major issues; but the national representatives are national leaders and must be allowed the discretion needed for the proper performance of the duties attaching to the positions for which they have been selected . . . Like the leaders of democracy in other spheres, they have to be careful not to let their leadership run too far ahead of their constituents, but just how far ahead and in what direction can be determined only by themselves in the light of the knowledge they have of the relevant facts and circumstances of the time.

The basis of Whitleyism is agreement by both sides and this assumes a degree of compromise which can only be accurately assessed by those who have taken part in the discussions, often protracted, and who are, therefore, in the best position to judge how much further, if at all, any particular viewpoint can be pressed, or whether the time has arrived when it is wise to adopt the then position as the basis of agreement. This, too, is one of the reasons why agreements sometimes have retrospective effect. There is full realisation of the dislike of retrospective awards and the opinions of chairmen of finance committees and of treasurers are well known; but, here again, those responsible for national movements and national negotiations must judge the occasions on which some degree of retrospective effect

cannot be avoided. Delay in settling claims usually creates a sense of grievance, and if it has been considerable it may be thought advisable to agree to a measure of retrospective.

The technical and specialised nature of the negotiations, Mr. Bishop continued, had led to the practice of employing specialists in their conduct—full-time trade union officials for the staff and corresponding officials for the employers. In addition, the employers had set up an advisory board, with expert staff, to ascertain, collate, and disseminate information upon conditions of service in local government, with the object of aiding their representatives and co-ordinating the activities of employers' sides on all Whitley bodies.

Why Negotiation is Slow

To those who complained that the machine worked too slowly, Mr. Bishop said: "Negotiation is not simply a matter of lodging a claim and receiving by return a 'yes' or 'no.' A case has to be made out and subjected thereafter to the test of critical examination, its repercussions over a wide field of industry being carefully and exhaustively considered . . . If negotiation is to be rushed, the chances are that either no decision will be reached, or, if a decision is reached, it may not be the product of mature consideration, and, as a consequence, may create endless trouble without giving the satisfaction required."

Mr. Bishop considered that, on the whole, the pattern of joint negotiating machinery had fulfilled the aspirations of the original Whitley Committee of 1917; that, on both sides, organisation had reached a highly developed stage; and that the voluntary method of negotiations between freely associating parties had attained a high standard of achievement. Looking to the future, he thought that the greatest need today was for joint negotiating committees to have a link with the government, so that the negotiators might be kept more fully in touch with government policy on standards of remuneration, and the contribution expected from local government to the national plan.

Mr. Bishop's paper was supplemented by a description of the corresponding Scottish organisation from Councillor MORRISON, chairman of the three Scottish joint industrial councils.

The most interesting feature of the discussion upon it related to local joint committees. A councillor from Staffordshire complained that lack of a local joint committee hampered staff work, and seemed to imply that the staff organisations were to blame for its non-existence. From Devonshire, on the other hand, an establishment officer commended the work (particularly on grading) done by the local joint committee.

EXAMINATIONS BOARD

Opposed to Early Specialisation

NEXT, the conference considered a paper by D. N. CHESTER, on *The Work of the Local Government Examinations Board*, of whose examinations committee he is chairman. The Board, Mr. Chester explained, had been set up by the National Joint Council, to which it remained responsible, while it, in turn, had set up an examinations committee to run the examinations. The National Joint Council was the supreme body. On purely educational issues the views of the examinations committee would have considerable weight (though never the deciding influence), while salary and service matters would be dealt with by the National Council. It was important to understand this division of responsibilities: some recent



"Come! Come! Miss Peabody—No eating biscuits in the General Office!"

Service Offers Wide Scope for "O. and M." Techniques

criticism of the Board had, in fact, been criticism of the Charter laid down by the National Joint Council. It was the Charter, for example, and not any decision of the Board, which prevented promotion from the general division save on prescribed conditions.

Discussing the principles on which the Examinations Board had worked, Mr. Chester said that it was anxious to avoid over-early or excessive specialisation. The promotion examination was so constructed that candidates must show evidence of a fairly wide educational achievement, while at the same time they could call in aid their more specialised studies in particular fields, such as that in which they were employed. For the first examination, conditions had been quite abnormal—for example, whereas the Board had envisaged that the examination would probably be taken between the ages of 19 and 24, in the first examination, because of war service, only a quarter of the candidates were 24 or under and nearly one-third were over 30. The syllabus might well have to be altered in some particulars, but the essential principles would doubtless remain.

Local Authorities' Responsibility

Another difficulty arising out of the post-war disorganisation had been that of procuring adequate instruction. In rural areas and small towns, facilities were often hard to come by, and the responsibility lay on local authorities to remedy this. Mr. Chester regarded correspondence classes as a poor substitute for personal tuition, though he admitted that they were likely to make an important contribution for many years to come.

The danger of specialisation was emphasised again in Mr. Chester's comments on equivalents to the promotion examination. He deplored the tendency to create specialisms of ever finer degree, because they narrowed the educational range and restricted the transferability of local government officers. He would welcome a move by the professional bodies catering for the service towards a reduced emphasis on technical papers in the first part of their examinations in favour of subjects in line with those found in the promotion examination; if such an agreement could be reached, then the way would be open for a reconsideration of the rule that only the final examinations of the various examining bodies were recognised as the equivalent of the promotion examination.

Limit Promotion Bar to A.P.T.?

With the end of the school certificate examination in 1951, the professional bodies might be in doubt whom to admit to their examinations; success at the promotion examination, combined with a revision of their intermediate examinations, might provide the answer. Mr. Chester doubted whether the promotion examination was necessary as a condition of advancement from the general to the clerical and higher clerical divisions; he suspected that, at some time in the future, the examination might be limited to candidates for advancement to the A.P.T. grades.

Although the paper related to the Examinations Board and its work, Mr. Chester made it clear that, in his view, examinations alone were not the sole test of fitness for promotion. If they were so used the system would fall into disrepute; on the other hand, if the job of assessing character, capacity, and administrative ability in annual reports were not well done, then a different kind of dissatisfaction would arise. The Examinations Board could make a big contribution to securing an efficient service, but the biggest part remained with the

local authorities, in their methods of selection, in encouraging juniors to study, in providing adequate instruction, and in seeing that juniors got experience of many aspects of local government work.

Mr. Chester reported progress in the Board's efforts to broaden the content of the intermediate examinations; a start was being made by an approach to the Institute of Municipal Treasurers and Accountants, proposing the inclusion of more subjects providing background knowledge of local government.

It was on this point that most of the discussion concentrated. Speakers on the side of the professional bodies wanted to maintain the existing examinations with their specialist bias and, at the same time, to have them accepted as alternatives to the promotion examination.

Young people, they argued, must make up their minds what line they would follow and, having done so, must acquire the necessary technical training. To try to include broader subjects in their studies was over-ambitious, and, however justifiable on educational grounds, imposed heavy practical burdens on the young people and on those responsible for recruiting to the technical staffs.

Against these views were those who believed that an educated democracy must be served by an educated local government service; that technical staff, as they progressed in the service, acquired administrative responsibilities for which they needed an adequate basis of training in local government organisation and methods; and that some acquaintance with the wider field of local government work and methods was an essential qualification for advancement in all parts of the service.

"O. and M." NO MYSTERY Contribution to Efficiency

THE two functions of establishment officers can be described as personnel management on the one hand and organisation on the other, said J. R. SIMPSON, director of the Treasury's Organisation and Methods division, in the final paper on *Organisation and Methods*; but these elements should be integrated and harmonised. There was no point in debating which was the more important: they were inseparable. A good, happy staff, well selected and trained, would not long remain so in an inefficient and archaic organisation. On the other hand, the best organisation could not be effective without good personnel.

Organisation and Methods, said Mr. Simpson, was not a special medicine for some sort of occupational disease peculiar to public servants in this complex age. The organisation of human activities and the methods which human beings employed to do their work provided a useful field of study, and the results of the study could make a substantial contribution to increased efficiency—to securing a higher standard of performance at a minimum cost of effort and materials. The employment of specialists for this work had long been common in private industry and commerce and it was now rapidly extending in the civil service, and, to some extent, in local government.

Though it was a specialist function, Mr. Simpson argued that Organisation and Methods staff should not be a separate body but should form part of the general administrative corps, available for other types of work in due time when their turn of duty in this particular field came to an end. Neither had Organisation and Methods any mystic or esoteric quality, nor any monopoly of wisdom. Its officers possessed no special skill save that derived from experience; their achievements arose out of

their observations of what was going on and what was needed; from comparison of performance and cost in various parts of the service; and from applying an idea which proved successful in one place to the conditions in another.

It was not easy to "sell" Organisation and Methods advice. The chief executive was commonly touchy on these matters. He would not mind confessing that he was not very good at figures, or spelling or grammar—but he would be annoyed if it were suggested that he was not a good organiser. In the civil service training course for Organisation and Methods staff, newcomers were told that the best job they would do would be one in which the boss who was being helped was led to believe that all the ideas originated with him!

Unlimited Opportunities

Mr. Simpson thought that there was even greater scope for Organisation and Methods in municipal than in central government. State departments, though they had much in common, were engaged on diverse tasks and, to a large extent, their respective problems were different. Local authorities, on the other hand, were all performing broadly the same tasks and undertaking the same operations. There were, therefore, almost unlimited opportunities for developing an Organisation and Methods service based on the study of the experience of numerous authorities in various fields of activity.

Besides what should be done within the service of individual authorities, there was also, he thought, for a central or focal point for Organisation and Methods work over the whole local authority field, to perform functions for local government similar to those performed for the civil service by the Treasury Organisation and Methods Division. It would, among other things, initiate studies of common problems, provide an information service, and offer training facilities for Organisation and Methods officers. Something on these lines had been successfully attempted in the United States by a body known as Public Administration Service; there might be scope for the Institute of Public Administration to run a similar service in this country.

A London Experiment

The debate on Mr. Simpson's paper revealed widespread interest in and support for the ideas he had expounded. Alderman D. A. G. PRICHARD, Battersea, told the conference that the Metropolitan Boroughs Standing Joint Committee was about to set up an "O. and M." organisation, consisting of Treasury-trained staff, operating throughout London, and paid for on an agreed basis by the several boroughs. Likely topics for early examination were forms, central purchasing, and pay rolls. Another speaker said that the method was being operated in his area through the internal audit staff of the finance department. RAYMOND NOTTAGE, director of the Institute of Public Administration, outlined the findings of a committee of Institute members on a scheme to establish an Organisation and Methods service for contributing authorities who might not wish to maintain their own service.

Concluding the conference, Sir HORACE WILSON, while accepting the argument that establishment matters were a speciality, urged that the establishment officer should not be too much of a specialist. In his view, an officer should not be on this work for more than eight or ten years. On the other hand, since the subject called for continuity of thought and experience, the elected representatives dealing with establishment work should not be changed too frequently.

Higher Salaries Despite Wage - Freezing? — Greater Productivity the Solution

By A. SANDISON

THE April L.G.S. is a revealing document, for the preliminary agenda for Conference shows clearly those matters on which feeling in branches is strong. Of 123 items on that agenda, more than one quarter are concerned with raising salaries, upgrading posts, or extending leave—three ways of increasing the amount we get for each hour on duty. Clearly, this is the subject that is uppermost in the minds of the ordinary members. Yet I am not convinced that those motions represent the best ways of achieving the improvements we all want.

Only two reasons are given for the improvements claimed: first, that our salary scales are low compared with those of banks, insurance, or the civil service; second, that the cost of living is rising. Yet any increase in our salaries can only mean an increase in local rates, and a further rise in everyone's cost of living. In an effort to stop this vicious spiral of inflation, the Government has asked for salaries, wages, and dividends to be frozen. In the face of that national policy, claims for higher salaries based on the rising cost of living lose force in negotiations with employers, however urgent they may seem to the individual member. The Government has, however, indicated that higher salaries may accompany any increase in productivity. Yet not a single motion on the agenda casts so much as a side-long glance at this question of productivity. Surely it is worth some consideration.

Are We Too Slow?

"Productivity," and the associated "time and motion study," have a bad name in trade union circles. This is a relic from the days when unemployment was a serious danger, and any increase in the productivity of one worker might mean the discharge of his colleague as redundant. Today, however—as "L.G.S." showed in its leading article on the "Manpower Crisis," the danger is insufficient staff, not redundancy. If, by a careful study and reconsideration of our methods, we could increase the output of local government officers we should be less worried by recruitment difficulties, and the salaries of the posts saved could be distributed among the rest without that inflationary effect which so soon counteracts the value of any increase.

The omission from the Conference agenda of all reference to productivity would be justified were the service already so efficient that further improvement were impossible. I only wish that were true. I do not mean that I am dissatisfied with the *quality* of our work, but I am disturbed at its *quantity*. What we do, we usually do well—but we take so long to do it!

Writing of the civil service, "The Spectator" said recently: "A business firm will usually reply by return of post; a government department is expeditious if it gets it done in a fortnight." The comment is equally true of too many local government offices.

My authority recently circulated 14 neighbours, asking for a reply by a given date: four replies had to be extracted by telephone, two days late. It is too easy to forget the value of that easily expendable raw-material—man-power; and we forget, too, that delay in our offices wastes the time, and therefore the money, of those who are waiting for our answers. It is no less true in local government than it is in the Army that an indifferent decision given

promptly is better than a good one given too late.

I believe that every branch of NALGO should encourage an investigation into the procedures used in the work of its members, and see where improvements can be made.

FIRST COMPETITION ARTICLE

This topical and constructive article is one of the first to be submitted for the Contributions Competition, announced in the April journal.

The best contributions received each month will be published—and paid for at normal rates. When the competition ends, next April, prizes of twelve, eight, and five guineas will be awarded for the three articles judged to be the best of the series.

Articles may be on any aspect of the work, organisation, or future policy of NALGO or its ancillaries, but must be constructive and calculated to interest the majority of readers. They must be typed or written on one side of the paper and must not exceed 1,500 words.

We also offer two prizes of ten and five guineas respectively for the best photographs of subjects likely to be of interest to readers.

Full details of the competition appeared in the April journal.

Some delays are unavoidable, but too many are not. How many of us have spent any time in the last month considering how our job might be done more efficiently? Have we, for example, considered whether the filing system is up to date, and whether, in the absence of the usual filing clerk, an obscure paper can be found rapidly? I have known many ordinary papers take 20 minutes to find. Have we always quoted the other man's reference in our reply? Too many local government letter headings have no space for "Your Ref.!" Is our own reference as useful as it might be? Old correspondence is more easily traced if the reference includes the file number as well as the author's initials, for the author may have moved, or retired, or just forgotten.

Wasted Labour

Do we use all the mechanical aids available, such as addressing machines, franking machines and letter-opening machines? Licking and counting stamps, for example, are both laborious operations. Are our forms designed to economise manpower in their completion and checking? Copying information from one form to another can often be eliminated by taking an extra carbon of the first on a differently printed page, perhaps by a carbon backing which selects some only of the total information for that particular copy. Again, if a weekly return became monthly, would the resulting loss counteract the saving of three-quarters of the man-power used? These are a few of the many points it would repay every one of us to consider; on many, we can act on our own initiative; others could at least go into the "suggestions box," which should be a prominent feature of every office.

The efficiency of the office machine depends on the general organisation, as well as on these important matters of detail. Here, action must be taken at a high level, though it can often be initiated by suggestions from below. The important point is the most economical use of skilled man-power. Is every operation done only by the most junior individual with the necessary skill, experience, and responsibility to do it efficiently? I have been horrified to find senior officers, whose time may cost the authority 17s. 6d. an hour, opening envelopes containing routine correspondence because it

was incorrectly addressed to them by name. The same principle applies when a skilled shorthand-typist is employed on copy-typing, or making tea.

It is equally important for the skill or experience be sufficient. There is a serious loss in efficiency when an important job is performed by a too junior employee. One of the most vital operations in an office is filing; yet how often is it left to a junior? Only a relatively senior clerk can tell whether a particular letter is important, needing to be placed with others concerning general policy and cross-referenced on several files, or whether it is a matter of detail for one minor file only. And how many of our files are, as a result, clogged with an admixture of the important and the ephemeral—where the report of an important conference lies forever beside the memo booking the room? Every such trivial paper in an important file wastes the time of senior officers (at 17s. 6d. an hour!) every time they turn it over in search of the conference report.

Need for Delegation

In many offices, too, there is a serious loss of efficiency when a senior officer neglects to delegate sufficiently. One of the most difficult lessons an administrator must learn is that of allowing others to do things in their own imperfect ways instead of trying to do them himself. It is impossible for the head of any large department to do everything; he must train his staff to act in the way he wants, and then leave them to get on with it, backing up their decisions even when they fail to interpret his wishes correctly.

If the staff are allowed to take and accept responsibility for decisions appropriate to their status they will soon acquire a sense of responsibility and a pride in their work, and they will be capable of taking over when their superior is sick. But every letter that is altered, except on a point of substance, however much it may be improved, destroys the sense of responsibility of the author and engenders a sense of frustration that is bad for morale. Submitting everything to a senior for vetting soon makes an officer careless—for he assumes that any mistakes will be found and corrected. As a result, the load on the senior officer becomes intolerable, and the machine begins to creak. Every senior whose "in" and "pending" baskets are overloaded should ask himself whether he is delegating sufficiently to deputies. There is something wrong with a machine where any cog, however important, is permanently over-worked. This failure of senior officers to delegate sufficiently can be one of the chief causes of delay in local government.

These are some of the matters to which I believe NALGO could profitably devote some of its energies. Given a year's hard and constructive work on improving productivity in local government, I believe we could give ourselves an unanswerable case for better salaries.

Mr. L. Bevan—a Correction

In the introduction to his article in last month's journal, we described Mr. Lewis Bevan as chairman of the service conditions and organisation committee of the N.E.C. and of the staff side of the National Joint Council. Mr. Bevan resigned his membership of the staff side of the N.J.C. last July, when he entered the National Health Service, and the chairman is now, of course, Mr. John Moss. Mr. Bevan remains chairman of the N.E.C. service conditions committee. We regret the slip and offer our apologies to Mr. Bevan and Mr. Moss.

LOCAL GOVERNMENT N.J.C. FIXES SCALES TO £1,000

**New Grades with
Increments
of £50**

**Special Scheme for
"Miscellaneous"
Officers**

**Gradings for
Five Technical
Classes**

**I.M.T.A. Inter. to
be Recognised
for Promotion**

TWO new salary grades between £760 and £1,000, a new salaries scheme for "miscellaneous" officers and for certain employees of road passenger transport undertakings; recommendations on grading for education welfare and social welfare officers, sanitary inspectors, inspectors of weights and measures, and gas meter inspectors, and acceptance for promotion purposes of the intermediate examination of the Institute of Municipal Treasurers and Accountants provided it is modified to meet the views of the local Government Examinations Board, were among important matters decided by the National Joint Council for the local government service on April 27. The major decisions of the council were:

New A.P.T. Scales—The following additional scales in the A.P.T. Division of the Charter were approved:

A.P.T. Grade IX: £750 \times 50—£900.

A.P.T. Grade X: £850 \times 50—£1,000.

Employing authorities are left free to grade posts on either scale at any point, subject to automatic progression to the maximum.

In the London area the new scales will carry the London "weighting" allowance of £30.

Road Passenger Transport—Salary scales and service conditions for inspectors, revenue cash clerks, depot clerks, ticket clerks, foremen, and storekeepers employed in road passenger transport undertakings, were approved. These recommendations take the place of those in respect of certain classes of employees previously issued. Details are being sent to branches as soon as they have been printed.

Grading—Miscellaneous Categories—At its meeting on April 28, 1948, the National Council decided that the classification, as "officers" or "workmen," of foremen, storekeepers, and similar classes of employees, was within the discretion of local authorities insofar as the officers were not already covered by negotiated agreements. In view, however, of representations that, where such employees are suitable for classification as "officers," the Miscellaneous and other divisions of the Charter do not afford sufficient scope for satisfactory grading, the Council has now decided that the whole miscellany of employees falling between those who are clearly manual workers and those who are clearly officers, and who are not already covered by a negotiated agreement, should come within the scope of a supplementary scheme. It is contemplated also that the Miscellaneous division should be removed from the national scheme and incorporated in the supplementary scheme. Agreement has been reached on general principles, and a complete detailed scheme is now being prepared for early submission to the National Council.

Grading—Special Classes—The following recommendations on the grading of certain specialist and technical posts were approved:

1. Education Welfare Officers.

(a) The post of education welfare officer carrying out the duties normally associated with the post to be graded in the new Miscellaneous division grade III (£315—£375) with progression after an officer has been on the maximum of such grade for two years (i.e. on April 1, in the sixth year of service) into the new Miscellaneous division grade IV (£360—£420). An officer may be given accelerated increments within the grades on grounds of special merit or ability.

(b) The term "education welfare officer" is

intended to refer to the class of officer variously known also as school inquiry officer or school attendance officer.

(c) The foregoing recommendation is adopted as an interim measure, pending a review of the position in the light of any examination qualification which may be established and the development of the duties in the country as a whole.

NOTE.—These salary grades have been designed in contemplation of the decision to promulgate a supplementary scheme for miscellaneous categories of employees. The fact that the salaries attaching to grades III and IV do not coincide with the salary scales of the Miscellaneous division of the Charter is deliberate, the new scales being part of a completely new range of scales which are contemplated for the future.

In reaching the foregoing conclusions, the National Council has been conscious of the changing nature of the service in which these officers are employed and of the new and more important responsibilities which are being added.

2. Sanitary Inspectors

(a) Posts occupied by sanitary inspectors holding the statutory qualifications only to be graded in A.P.T. I (£390—£435) with progression, subject to approved satisfactory service, through A.P.T. II to A.P.T. III (£450—£495).

(b) Sanitary inspectors with responsibilities for the inspection of meat and other foods, and holding, in addition to the statutory qualification, the Certificate of Meat and Other Foods, to be graded in A.P.T. II (£420—£465) and to be entitled, subject to approved satisfactory service, to progress through A.P.T. III to A.P.T. IV (£480—£525).

(c) Sanitary inspectors with special responsibilities, other than those in (b) above, for which they have the necessary qualifications, to be graded by their employing authorities.

The National Council was asked to make recommendations in respect of the grading of chief and senior sanitary inspectors, but did not consider it practicable, at this stage, to do so. Their grading, therefore, remains, in the meantime, a matter for the employing authorities.

County Sanitary Officers—The grading of county sanitary staffs remains, in the meantime a matter for the employing authorities.

3. Social Welfare Officers

(a) Duly authorised officers whose duties are associated with responsibilities under the Lunacy and Mental Treatment Acts, and may also include welfare duties, to be graded in A.P.T. IV (£480—£525).

(b) Welfare officers employed on the various duties flowing from the responsibilities left to local authorities under the National Assistance and National Health Service Acts to be graded in A.P.T. III (£450—£495).

4. Inspectors of Weights and Measures

(a) Inspectors of weights and measures appointed to a post on qualification to be graded in A.P.T. II (£420—£465) with progression, subject to approved satisfactory service, through A.P.T. III to A.P.T. IV (£480—£525).

(b) The grading of inspectors of weights and measures with special responsibilities, such as district or divisional inspectors, and of chief and deputy chief inspectors, to remain a matter for the employing authorities.

5. Shop Acts Inspectors—Since the appointment of shop acts inspectors, employed wholotime on the duties of inspection under the Shops and other relevant Acts, is limited at the moment to very few authorities, the National Council does not feel it practicable, at this stage, to make any recommendations as to national grading.

6. Statutory Inspectors of Gas Meters

(a) Statutory inspectors of gas meters to be graded in the new Miscellaneous Division, Grade V (£405—£465).

(b) Assistants to be graded in the new Miscellaneous Division, Grade III (£315—£375). The grading of chief inspectors of gas meters remains a matter for the employing authorities.

All the above recommendations are to be applied with effect from April 1, 1949. Education welfare officers, inspectors of weights and measures, and statutory inspectors of gas meters are to be placed upon the scales at the point at which they would have been had such scales been in operation throughout their service since April 1, 1946.

Where an officer, under his existing contract of service, is receiving a higher salary than that applicable to the grading of his post under the recommendations, such higher salary or progressive higher salary shall be preserved in his case.

Recognition of Examination Successes—The National Council was asked which authority should pay the monetary grant in respect of examination success where an officer changed from one authority to another between the time of sitting for the examination and receiving notification of his success. It decided that each case should be considered on its merits, but that, as a general rule, the grant should be paid by the authority with whom the officer was in employment at the time when he studied for and sat the approved examination.

Sickness Payments—The National Council has reached the following decision on the operation of the sickness payments provisions of the Charter as amended in July, 1948, as a consequence of the operation of the national insurance scheme:

(i) In the calculation of the rate of sickness allowance and the period for which it shall be paid, no account shall be taken, in aggregating the periods of absence due to illness during the twelve months immediately preceding the first day of absence in that period, of any unpaid absence on sick leave.

(ii) Married women exercising their right to be excepted from the payment of national insurance contributions shall be deemed, in regard to the scheme for sickness payments, to be insured in their own rights—with the result that the benefits which would have been receivable had such women been so insured will be deducted from full pay.

(iii) The period during which no deduction of benefit and allowances receivable under the National Health Insurance Acts was made in the case of an officer who was a voluntary contributor under the National Health Insurance Acts is not to be extended beyond January 5, 1949.

The Council is still considering proposals for a flat-rate deduction in respect of insurance benefit, including provision in respect of the first three days' waiting period; the effect of the Overlapping Benefits Regulations, 1948; and deduction of Ministry of Pensions treatment allowances.

Recognition of Examinations for Promotion Purposes—On the recommendation of the Local Government Examinations Board—after consultation with representatives of the Institute of Municipal Treasurers and Accountants—the Council has decided:

(a) to re-affirm the long-term policy of recognising only final certificates for promotion purposes;

(b) to invite the Institute of Municipal Treasurers and Accountants to confer with the examinations committee of the Board and discuss the practicability of varying the syllabus of its intermediate examination to include a more substantial proportion of local government and background subjects; and

(c) subject to mutual agreement being reached on the revision of the Institute's intermediate examination syllabus, to recognise for a period of four years, commencing on January 1, 1950, the intermediate certificate of the Institute for promotion purposes.

(Continued at foot of next column.)

Equal Pay Drive Gets Under Way

BEFORE even the news of its formation, announced in last month's "L.G.S.", had reached all members, NALGO's new equal pay campaign sub-committee held its first meeting on May 2. And in less than two hours it had recommended action which, if ratified by the N.E.C. and carried into effect, will show without doubt that NALGO "means business." The committee wants to:

- Revise and circulate the national pamphlet on equal pay for equal work;
- Raise the issue at provincial council level;
- Organise a nation-wide approach to M.P.s through branches;
- Suggest to the joint committee of professional organisations on equal pay that it should organise a deputation to the Chancellor of the Exchequer from all its representative organisations, and initiate a petition among members of those organisations;
- Encourage all district committees to hold special conferences of women members; and
- Seek the co-operation of all affiliated sectional and professional societies.

Letter to Chancellor

Having selected Miss M. TOWNSON, N.E.C., to the chair, the committee considered a report by Miss G. WATTS on the result of and conclusions to be drawn from the lobbying campaign carried out by the Metropolitan-district women's committee—details of which were given in last month's "L.G.S." Of 27 M.P.s interviewed, said Miss Watts, 17 favoured the immediate application of equal pay and one, Dr. A. D. BROUGHTON, M.P., had written to Sir Stafford Cripps on behalf of NALGO members, receiving a reply stating that while the Government recognised that equal pay for equal work was right in principle, "economic considerations demand the postponement of its application."

The sub-committee welcomed this reiteration of the Government's recognition of the justice of the claim but, whilst bearing in mind the country's economic position, felt that it should not be "sidetracked from the job in hand."

Feeling that the keenness shown by London members was an indication of the support which would be forthcoming from all districts, the sub-committee was unanimous in its recommendation that the campaign should be launched with speed and vigour at both national and local levels.

(Continued from preceding page.)

It should be understood that the recognition of the intermediate examination of the I.M.T.A. does not establish a precedent. The Local Government Examinations Board is, however, to consult with the representatives of other professional bodies.

Other Decisions affecting the remuneration of masters and non-nursing matrons of public assistance institutions and superintendents and matrons of children's homes are too lengthy to report here: details have been sent to the branches.

Requests from the staff side for an improved leave scale and for the removal of grading anomalies resulting from the consolidation award of the National Arbitration Tribunal are to be further considered at the next meeting of the executive committee.

Also referred to the executive was a resolution from the London District Council suggesting that the lower ranges of the General Division scale were too low to attract suitable entrants to the service and asking for early consideration to be given to the improvement of these ranges.

PUBLIC RELATIONS WEEKEND SCHOOLS

NALGO Policy Questioned at Hastings

CRITICISM of the N.E.C.'s proposal, in its restatement of public relations policy, to grade the four aspects of the work in an order of priority, putting publicity for NALGO to its own members first, public relations for the officer second, P.R. for the service third, and P.R. for NALGO to the public fourth, was expressed at the second weekend school of public relations organised by the Metropolitan District P.R. sub-committee at Hastings last month.

Outlining the reasons for the N.E.C. proposals, STEPHEN DUNCAN, a member of the national public relations committee (and himself P.R.O. to Lancashire county council) said that he was appalled at the lack of knowledge about the Association and its work among members, even the most enthusiastic: if their interest in NALGO could be stimulated, the first round in developing a wider public relations programme would have been won.

Service efficiency and public relations were interlinked. He called for more attention to local "courtesy campaigns" and improvements in staff-public relations, and suggested that "efficiency audits"—to save manpower in the public services—should be adopted as part of P.R. activity.

Challenging the proposals, one student declared that to try to formulate priorities was invidious and the distinctions drawn between the various aspects of the P.R. policy were "poppycock." There were only two aspects of P.R.—"internal" and "external," and NALGO's prime objective should be the development of P.R. for the service.

A similar view was taken by two of the four "syndicates" into which the school later divided. One syndicate, led by J. B. COLEMAN, Eastern district P.R.O., after discussing P.R. for the officer, concluded that, to separate this function from the others and give it any priority, must cause confusion in the minds of members, local authorities and the public. P.R. for the service should be the first task, and P.R. for NALGO—a full-blooded trade union activity—the second. It was recommended that branch P.R.O.s should study P.R. media and use branch sports and social activities as means of fostering personal contacts between officers and the public, and that members should do more to tell the public about their work through individual membership of local organisations.

The second syndicate, led by JOHN SUTCLIFFE, P.R.O. for Westminster, agreed that P.R. for the service was the proper approach, and was bound

up with P.R. for the officer. Members of the public, it considered, were not interested in the officer, except insofar as his service affected their daily lives. Speakers urged the need for a campaign for the teaching of civics in schools—after first persuading teachers to become civic-conscious—and for the inclusion of civics and public relations in the syllabus of all administrative examinations.

The syndicate dealing with publicity for NALGO directed at its members, led by M. J. MOREY, a member of the district P.R. sub-committee, took a contrary view, arguing that this should be given first priority, since a strong and active membership was an essential basis for all other P.R. work. There was need, it urged, for an expertly directed national campaign to revitalise branch activity, supported by district committees and P.R. "cells" in the branches. There was a unanimous call for schools of branch management and a booklet for new entrants to the service, both to explain the Association and its activities and to inspire greater pride in the public service.

The fourth syndicate, led by G. WOOD, Esher branch P.R.O., agreed that the N.E.C. had been right in giving P.R. for NALGO last place in the order of priority, but was divided over the proposal that research panels should be appointed to conduct research into matters of service interest and publish the results. A small majority favoured the proposal, on the ground that the reports—on such subjects as the exodus of staff from the service, manpower in the service, and housing—would bring credit to NALGO and benefit the service. Opponents of the suggestion, on the other hand, questioned whether the reports would be of any use in teaching "the man in the street." The pressing need, urged one, was to get to the public and explain directly what NALGO stood for.

At one session the students learned something of the wider background of public relations from J. H. BREBNER, Chief Public Relations and Publicity Officer, British Transport Commission, who described the set-up of the Commission's public relations organisation, and emphasised the importance of the P.R.O. being taken into consultation at highest managerial level; PAUL REED, Information Officer to the British Council, who explained how public relations contributed to the Council's work; and E. HEReward PHILLIPS, Public Relations Consultant, who traced the reasons for and development of public relations generally.

Press, Exhibitions, Print, Reviewed at Tring

THERE is a need right through the country for a more sensitive system of communication and, with the cold war which exists to-day between 14 men and 19 nations, public relations is the most important thing in the world." With these words, Sir STEPHEN TALENTS, K.C.M.G., C.B., C.B.E., president of the Institute of Public Relations, opened the first week-end school organised by the local government group of the Institute at Pendley Manor, Tring, on April 22 to 24. Object of the school was to consider public relations services, methods, and problems as they affect the municipal public relations and information officer, and it set a high standard in organisation, lectures, discussion and goodwill.

JOHN HALTON, PRO for Kent C.C., addressed the first session, on the Press. News value, he felt, was the criterion in judging what was or was not likely to interest an editor. He stressed the need for news from committees to be released immediately, and thought the Press conference was the best method of circulating information.

Mrs. BEATRICE WARDE, publicity manager of the Monotype Corporation delighted members during the second session with a racy exposition of good and bad printing and typography. "It is interesting to see this movement for 'proud-looking' civic typography," she said, "and it indicates a change from the surly 'pay up and keep quiet' attitude to one which coaxes the citizen to take more interest in his local affairs." She illustrated her talk with criticisms of several civic brochures and newsletters and commended others, including Birmingham's newsheet, Holborn's bulletin, the Leicester and Oxford handbooks, library pamphlets from Leyton and West Ham, and

publications of Hertfordshire county council.

Useful hints on the planning and design of exhibitions were given by A. EDEN-GREEN, Lambeth's PRO, and A. E. THURMAN MATTHEWS, F.A.R.I.B.A. As a general basis of organisation, Mr. Eden-Green suggested a committee with full powers to define broad policy and be responsible for finance; an advisory working group, of council and staff representatives and co-opted experts from outside; and a small planning team—say the PRO, designer, and construction expert. With improvisation, he estimated the cost of a good large exhibition at £3,000.

Mr. Matthews wanted the designer to be allowed to select his team, choose his material, and have power to reject what he did not want. Stands and screens could be improvised from materials to be found in almost any town hall. Fire-proofed corrugated cardboard, blackout material, old A.R.P. stores, flower tubs, and even dustbin lids had been the basis of much of Wandsworth's exhibition.

"Running an information bureau," said T. F. USHER, Manchester's Information Officer, "involves two qualities—common sense and common humanity. It is the backbone of a PR service." Mr. Usher opened the Sunday sessions by outlining the work and system of his own bureau, which stimulated lively discussion. Miss D. V. AUSTIN, secretary of Westminster's Citizens' Advice Bureau, followed with a résumé of the history and work of the C.A.B. service, and R. A. CATHLES, director of Blackheath Film Unit, gave an illustrated lecture on making filmstrips.

Ald. J. E. MACCOLL, J.P., Mayor of Paddington, and WARREN SEYMOUR, editor of the Institute's journal, were the chairmen of sessions.

ELECTRICITY SERVICE NOTES

By L. G. MOSER

General Secretary Appointed Chairman of National Joint Council: New Entrants' Holidays

NALGO'S general secretary, J. H. WARREN, was appointed chairman of the National Joint Council for the electricity supply industry (administrative and clerical grades) at its annual meeting in May 17. Sir Henry Self, who so skilfully presided over the Council's deliberations in its first year, is now vice-chairman. J. E. N. DAVIS, NALGO's chief organisation officer, is again joint secretary and secretary to the staff side. Decisions reached by the council included:

Holidays—The holiday agreement issued on March 18 made no provision for staff having less than six months' service at April 1 in any year. The council agreed that any such officer who enters the service of a Board between October 1 of one year and September 30 of the next shall be entitled to two weeks' annual holiday with pay, less any period of paid annual holiday since April 1 in his previous employment, provided that if he leaves the service of the Board before the next succeeding March 31, he shall refund the salary received in respect of such holiday.

Difficulties had also arisen in respect of new entrants to the industry before the new scheme was issued, some of whom would have been entitled to longer holidays this year under the interim conditions. The Boards have agreed to deal with this matter by administrative action, and it is understood that such officers will, this year, receive the longer holiday.

Both the holiday and sick pay agreements refer to service "with a Board or their predecessors," and some members have suggested that ex-local authority employees who had not been employed in electricity departments could count such service in reckoning their entitlement under the schemes. Whilst recognising the difficulties in which some of these officers were placed, the Council found it impracticable to give them preferential treatment. The schemes will, therefore, be amended to make it clear that the benefits of continuous service are restricted to those employees who were previously employed in the electricity supply industry.

Supernannuation—The draft scheme which has been prepared for submission to the Minister of Fuel and Power for his approval in accordance with the Electricity Act, has been discussed with the staff sides of the National Joint Council and the National Joint Board. W. C. ANDERSON, NALGO's legal officer, attended the meeting at the request of the unions, and some amendments were suggested. Many of these have been conceded, and it is confidently expected that, when the scheme has been approved and can be published, members will agree that it is exceedingly good.

Final Scheme of Salaries—Most of the Boards have now submitted details of their application of the extended interim scheme, but the wide variations in their organisations right down to district level make it difficult to draw conclusions which enable immediate progress to be made with the final scheme. The Boards have accordingly been invited to assist by the submission of appropriate information which will be considered by the negotiating

committee, which will indicate to the sub-committees for the various classes of staff within the council's purview the general lines of approach to a final agreement.

Both sides of the council, whilst recognising the urgent need of a permanent agreement, are none the less, agreed that, even though it may mean some delay, the job must be well done. The council has, therefore, set itself a "target date" of April 1, 1950, by which time the final scheme should be agreed and ready for application. To achieve this will call for great efforts both from the Board's officials and from all concerned in the negotiations. I am sure those efforts will be made and that the staff will agree that the quality of the scheme must not be sacrificed for the sake of speed. NALGO will, however, ask that the interim scheme be reviewed so that increments can be provided meanwhile.

Overtime—The South Western District Joint Council recommended that overtime should be paid on all salaries up to £495 and the NALGO representatives stressed the difficulties arising from the considerable amount of overtime being called for during the present period of reorganisation and drew attention to the ridiculous anomalies arising from the existing provisions. The position of those offered Grades A and C at less than the maximum of general division whose "promotion" involved financial sacrifice was particularly emphasised, but it was again impossible to obtain any extension of the present arrangement.

Staff Committees—The question of expenses of staff representatives attending staff committee meetings was again raised, this time with more success. It has been agreed that third-class railway fares, and meal expenses up to 1s. will be deemed to be administrative expenses and will be met by the Board. The lunch allowance is not generous, but the agreement will, none the less, relieve branches of an expense which many were finding it difficult to bear.

Temporary Increase of Responsibilities—The council discussed the position of employees called upon to undertake duties of a higher grade for a temporary period and agreed that such duties could be performed without additional remuneration for a period or periods not exceeding in the aggregate three calendar months in any year, provided it was necessary in consequence of the illness, resignation, promotion, or discharge of the employee in the superior grade. This provision will apply from April 1, 1949.

In addition to J. H. WARREN and J. E. N. DAVIS, representatives of NALGO's N.E.C. on the council are T. NOLAN, L. W. G. HETHERINGTON, and L. G. MOSER, organising officer for electricity staffs. The following NALGO representatives were nominated by their district consultative committees:

London, C. J. WHEELER; South Eastern, H. A. RANDALL; Southern, L. PALMER; South Western, K. A. P. SMITH; Eastern, G. H. BLOOD; East Midlands, E. G. MALLORY; Midlands, W. C. L. MARTIN; South Wales, E. JOHN; Merseyside and N. Wales, I. D. EDWARDS; Yorkshire, R. HODGSON; North Eastern, E. ALLISON; North Western, W. CECIL WOOD; South East Scotland,

A. ROBERTSON; and South West, Scotland, G. POTTS.

Owing to the geographical difficulties, the consultative committee for the North of Scotland is not yet in operation, and the Association's district officer, J. L. ROBSON, has therefore been appointed.

A hearty welcome is extended to the new members, whose counsels and assistance in the difficult problem in front of us will be appreciated.

Fifty Years' Service

Congratulations to F. A. MARTIN, secretary to No. 1 Sub-area of the Yorkshire Electricity Board and a keen member of NALGO, on completion of fifty years' service in the electricity supply industry. Mr. Martin joined the Bradford Electricity Dept., as a junior clerk in 1899. At a dinner held in his honour recently he was presented with a silver salver by the Chairman of the Board.

TRANSPORT NOTES**NALGO will Strive to Improve Salaries Agreement**

After long negotiations with the Docks and Inland Waterways Executive an interim agreement on salaries and conditions of service was reached on May 12, and copies have been sent to branch secretaries.

The original proposals were submitted by the trade unions to the Executive last December, and were discussed at six meetings since then. It soon became clear that the Executive would not consider the unions' proposals and would refuse to create any precedent that might be used in later negotiations for other sections of the transport industry. To a large extent, the salaries and service conditions now accepted are regulated by those of railway clerks.

Your representatives did their utmost to secure improvement of the offer and did, indeed, win concessions on a few points which will be beneficial to members. They eventually accepted the agreement only when they were convinced that they could not obtain a further penny for members. Its most important feature, upon which they insisted, is that it is an interim agreement only.

On the staff side, negotiations were conducted by two members from each of the four unions concerned—the Transport and General Workers', the Railway Clerks' Association, the National Union of Railwaysmen, and NALGO.

As I explained to a meeting of docks and inland waterways representatives in Birmingham in April, no Whitley machinery has yet been established. The Transport Act, 1947, provides, however, that "It shall be the duty of the Commission . . . to seek consultation with any organisation appearing to the Commission to be appropriate . . . with respect to the establishment and maintenance of machinery for the settlement by negotiation of terms and conditions of employment of persons employed by the Commission, with provision for reference to arbitration in default of such settlement in such cases as may be determined by or under the agreement . . ."

Until that machinery has been

FORTY YEARS AGO

"The staff often worked until they died. It was not unknown for persons to still drawing their salaries at the age of 80 or 90. 'Dead men's shoes' was . . . the main prospect of promotion. One could still be a junior clerk at the age of 50 (at 26s. a week). . . . Superannuation was only just being discussed."

"Salaries were paid according to the whims of committees, without any guiding principles except one—an adult clerk was worth the same as an adult labourer—26s. a week. . . ."

"There was no understanding or undertaking . . . to pay full wages or part wages during sickness, and there was no uniformity. . . . Some departments paid full wages for two or three weeks . . . the most common practice appears to have been to pay half wages for a month. . . ."

A picture of municipal life in medieval England? No—the above, quoted from the Manchester "Guild Journal," is an account of conditions in the service of Manchester Corporation in 1906—the year after NALGO was formed. And there are members who say NALGO does nothing for them!

By JOHN LANCASTER

established NALGO has only the same representation as the other unions. Discussions on the setting up of Whitley machinery will be opened with the Executive soon. When the negotiating councils are appointed, it is probable, in view of NALGO's membership, that it will have a dominating position on the staff sides.

In the meantime, NALGO's National Executive Council has expressed its disapproval of the salaries and service conditions proposed by the Executive and has instructed its representatives to make it clear that the Association reserves the right to make all possible attempts to improve them.

Negotiating Machinery

A NATIONAL Joint Council to cover all road transport employees, with separate joint councils for sections (for example, the administrative and clerical grades), with autonomy in negotiation on salaries and conditions of service, was recommended at a meeting of representatives of trade unions called by the Road Transport Executive on May 9.

The unions represented included the Amalgamated Engineering Union, Electrical Trades Union, NALGO, National Union of Vehicle Builders, National Union of Railwaysmen, Railway Clerks' Association, Scottish Horse and Motormen's Association, Transport and General Workers' Union and the United Road Transport Workers. J. E. N. DAVIS, the chief organisation officer, represented NALGO.

Major-General G. N. Russell, chairman of the Executive, welcomed the representatives, and Mr. Harold Clay, a member of the Executive, presided. Mr. Clay said that the conference was intended to be explanatory and exploratory, and that, under the Transport Act, 1947, the unions had rights which should be observed in the spirit and the letter.

It was agreed to appoint a sub-committee to consider details and to report to a further meeting on June 23.

HEALTH SERVICE NOTES

By G. W. PHILLIPS

Consultative Committees to be Established At Once, National Conference Told

MANY problems of conditions and negotiating machinery in the hospital service were discussed at a national conference of health service staffs held at N A L G O Headquarters on May 14th. Thirty delegates from district committees attended, together with LEWIS BEVAN and J. W. MOSS, chairman and vice-chairman respectively, of the N.E.C. service conditions and organisation committee, W. PITTS-STEELE, N.E.C., J. E. N. DAVIS, chief organisation officer, G. W. PHILLIPS, organising officer for national health service staffs, and four representatives of the Association's district staff. Mr. BEVAN presided.

Leave for T.B. Victims

On a proposal of the North Western and North Wales hospitals advisory sub-committee, it was agreed to recommend to the N.E.C. that steps be taken to secure special leave of absence for nurses and other staff in sanatoria who contract tuberculosis. Details were given of a Lancashire county council scheme under which a sanatorium employee who contracts tuberculosis is given up to five years' leave of absence on full pay. It was also agreed to seek recognition of certain examinations with qualifications applicable to nurses in tuberculosis sanatoria.

Representatives of the North Western advisory sub-committee criticised the proposal that promotion to the clerical and higher clerical divisions should be dependent upon the intermediate and final examinations respectively of the Institution of Hospital Administrators "or a recognised equivalent examination," arguing that it was wrong to mention one qualification without referring to others not less valuable, such as the D.P.A., I.M.T.A., B.A. (Admin.), and F.C.I.S. The chairman promised that the representatives on the Functional Council would discuss this point with the I.H.A. in the hope of reaching a mutually satisfactory solution.

Call to Districts

The South Eastern and Metropolitan district committees complained of the failure to establish district and national consultative committees for the health service, as had been done in the case of other nationalised industries, and the Metropolitan district called for a recommendation to the N.E.C. that the conference should be regarded as the national consultative committee pending the formation of appropriate national consultative machinery. The chairman replied that draft constitutions for the district and national consultative committees had been approved and would be circulated within the next week or two, with the request that districts should establish district consultative committees as soon as possible, with a view to the early formation of the national committee. In the meantime, he accepted, as a recommendation to the N.E.C., the proposal that the conference should be regarded as the national body.

A suggestion from the South Eastern district committee that all posts should be advertised in the national and local press—or in the

appropriate professional journals was rejected by the conference, critics of the proposal pointing that, where this principle had been adopted, some officers had been required to apply for the posts they already held.

A letter from Leeds and a resolution from the Metropolitan district committee criticised the alleged action of the Association's representatives on the administrative and clerical functional council in agreeing to the submission of certain proposals on salaries which did not conform to a general pattern. Mr. Phillips replied by describing the organisation of the functional council and showing how responsibility for initiating proposals affecting different grades of officers had been remitted to certain committees which contained the organisations specially interested in the grades concerned. But the proposals of the committees required the endorsement of the staff side of the functional council before they were submitted to the management side, and it was wrong to assume that, because proposals affecting different grades of officers appeared separately and at different times, they did not conform to a pattern. The proposals did, in fact, conform to a planned salary structure for administrative and clerical staffs of the service.

A proposal from Romford that, where London weighting was payable in one part of the area of a management committee, it should

be payable in the whole of the area, was regarded as desirable but unpractical. Nevertheless, the Chairman undertook to see that the proposal went before the Whitley Council if a suitable opportunity arose.

A resolution of the Metropolitan district hospital and health service staffs' consultative committee, expressing grave concern at the lack of appeals machinery for staffs of the national health service, received general support. It was stated that good progress had been made towards the setting up of regional appeals committees and disciplinary appeals committees. The staff side of the administrative and clerical functional council had asked that, pending the establishment of regional appeals machinery, such machinery should be set up on a national basis to deal with outstanding differences over grading. The conference was strongly of opinion that no time should be lost in setting up appropriate machinery, since the numbers of officers who were aggrieved by the decisions of employing authorities, both on grading and disciplinary action, including dismissal, were increasing.

There was unanimous support for a resolution of the West Midland health service consultative committee expressing concern at the delay in the settlement of rates of salaries for trained nursing staffs. The Association's representatives

GAS SERVICE NOTES**Negotiating Machinery on Way to Completion**

NATIONALISATION has so far made little difference to members in the gas industry. But N A L G O is preparing the ground for what it intends shall be better days to come.

The N.E.C. has approved constitutions for district consultative committees for each of twelve gas board areas, and for a national consultative committee, to be formed immediately. Branches with gas staff members will be represented on the former, the functions of which include the stimulation and development of interest in the Association, the appointment of representatives on the area negotiating bodies, and the nomination of representatives to serve on the national body.

The committees will discuss all service conditions matters and will advise the representatives on the area joint councils. Similarly, the National Consultative Committee will advise the N.E.C. and the Association's representatives on the National Joint Council.

Proposals for negotiating machinery have now been agreed for submission to the gas boards. These are based largely on the pattern which is functioning and producing good results in the electricity field and envisage a National Joint Council responsible for the negotiation of salaries and service conditions, area joint councils to ensure their correct application, and staff committees to deal with local matters. These bodies must be set up without delay since, in addition to the new problems arising out of nationalisation, there are many which the old councils had failed to settle.

One of the most difficult problems associated with negotiating machinery is that of "marginal grades."

It is proposed to try to solve it in the gas industry by setting up joint councils between the staff joint council and the manual workers' J.I.C. These will deal with the general conditions of employment of those employees who, it is agreed, fall within the description of "marginal grades."

Rapid progress has been made in discussions on machinery for managerial grades, many of whom are members of N A L G O, and these bodies should be set up at the same time as the new National Joint Council.

As a result of representations made to the industrial relations committee of the Gas Council, the following interim provisions for annual holidays have been offered, with the proviso that where existing conditions are more favourable, they shall continue to apply:

Men and women under 21—as at present;

Men and women 21 and over, with not less than one year's service—15 working days (Saturday to count as one working day).

National and local customary holidays in excess of six days must be deducted from annual leave, provided that the annual leave shall in no case be reduced below 12 working days.

N A L G O members familiar with the "Charter" holidays in local government service, and with the even more generous scheme recently negotiated on behalf of electricity staffs, will view these proposals with some dismay. None the less, the proposals are a considerable improvement for some ex-company staffs, and the offer has therefore been accepted as an interim measure. N A L G O intends, however, to

do all in its power to secure more adequate provision for holidays before next year, in addition to long overdue improvements in conditions generally. Its chance of success will depend upon its relative strength on the negotiating bodies, and here gas staffs have an admirable opportunity to help their own cause, by bringing their colleagues into membership of N A L G O. That they are succeeding is shown by the fact that the staff of Derby Gas Light & Coke Co., after hearing both the general secretary of the B.G.S.A. and the N A L G O district officer, decided by ballot to join N A L G O, and that Hastings branch of the B.G.S.A. has disbanded and its workers all decided to come into the Association.

"Gas Man for Gas Staffs."

LEONARD ALFRED GARRATT, lately chief clerk and accountant in the gas department of Hinckley U.D.C., was last month appointed N A L G O's organising officer for gas staffs, in succession to V. J. Luck, who resigned in March to go to Australia.

Mr. Garratt, who is 39, has served in the gas department at Hinckley for 22 years. Joining N A L G O in 1936, he has served as chairman and secretary of his branch, secretary of the local joint committee, and a member of the East Midland district committee. He is also a member of the staff sides of the East Midland provincial council (local government) and of the Midland regional joint council for gas staffs (where he sits on the executive and appeals committee) and secretary of the East Midland gas consultative committee.

READERS' FORUM

More Critics of Association's Service Conditions Policy

I AM drawn by the revealing May issue of LOCAL GOVERNMENT SERVICE, to comment on three items: the campaign for equal pay, the achievement recorded in "Electricity Notes," and the cross talk—should I say pep talk?—between Mr. Webb and Mr. Bevan.

The success of members who are willing to act is clear; there can be only congratulations to colleagues who have courage to act for their own betterment. Such success makes abundantly clear the cause of the stalemate that exists generally and, as one of the group who "constituted themselves into an awkward squad" at the March meeting of the National Executive Council, I feel that Mr. Webb, perhaps deliberately, has understated the case. I fail to understand why he does not stress the damage to the Association's good name, a good name obtained through great achievements in the past and so easily lost amidst the present era of secrecy, obstruction, and disappointment.

Were it not for the implied criticism that our action makes more difficult the task of our colleagues on the National Joint Council—a criticism which I categorically refute—I would not now enter the lists. I am compelled to ask Mr. Bevan how members of the Council can defend, or explain, their colleagues when they, themselves, are in the dark on the developments behind the iron curtain that screens the inner circle. I would remind him that the first duty of an elected representative is to his constituents and, if he is to deserve their confidence, he will not readily submit to blindfolding.

The chairman of the service conditions and organisation committee, while studiously ignoring suggestions to make us less vulnerable to justifiable criticism, wastes much space in restating the all too familiar arguments on the slow motion of the negotiating machinery. We don't need telling! If the title to his article, "There is No Brake, Mr. Webb," refers to the fact that the machine is fast running down hill out of control, we fully agree. On the other hand, he dismisses in a line and a half the call for more information and condemns with little more consideration reference from the N.J.C. as time wasting. Can he deny our firm conviction that the employers have obtained deferments to discuss questions with the associations of local authorities? Presumably this is wrong of them, for it constitutes a departure from his particular principles of negotiation. Surely his analysis of Whitleyism can be accepted only on the assumption that it is recognised by both sides. Some may believe in autocracy, but NALGO does not.

He says that we must "cultivate and maintain good relations" between the employers and ourselves and, "we are going to discuss in a spirit of sweet reasonableness." Ignoring his rude and silly remark about "barking and brawling," it is reasonable to ask for how long must the staff accept intransigence on the part of the employers in order to buy "good relations" and "sweet reasonableness"? For how long must the too evident dissatisfaction remain bottled up?

The lack of understanding of the meaning of a "strong service con-

ditions policy" is particular to those whose whole policy is defensive and aims to maintain the Charter without deviation for better or worse. Even here, they do not remain consistent. Why was the 1946 agreement on subsistence allowances watered down without a public fight? What next will be diluted among the Charter provisions? Perhaps some will soon be found who do not deserve the "princely" salaries of the General Division? The "Maginot Line" outlook, which so nearly lost the war, is leading to the death of any remain-

Next month's journal, to be published towards the end of July, will be devoted almost entirely to a report of the Association's annual Conference, and there will be no space for readers' letters save on topics of the utmost urgency and importance. The next normal issue will be published on September 1. Letters for that must reach the Editor before August 15.

ing hopes we may have for even small improvements.

Our line of future progress is becoming increasingly clear and is being forced on us by spiritless leaders. Therefore our thanks are due to our colleagues whose courage has blazed the trail.

L. G. LAMBE.

Town Hall,
Croydon.

Not Operating Whitleyism

In his article replying to criticisms of the Association's service conditions policy, Mr. Bevan confuses the issue by supposing that the critics want to abolish Whitleyism. It is, in fact, the service conditions committee which is not operating Whitleyism. Whitleyism requires that the employers' and staff's sides should put their arguments and try to reach agreement; and that, should they fail to agree, they should submit the dispute to arbitration. These requirements are not being met. Since the bonus award, the staff side has made no claim for increased pay, although the reduced value of pay is the overwhelming cause of discontent among NALGO members to-day. Instead of devoting its energy to presenting a case for higher pay, publicly, within the Association and in the N.J.C., the committee repeats to members the arguments of the employers. Those arguments should be combated, not accepted as NALGO policy.

Mr. Bevan rightly claims credit for the Charter, but disregards the fact that, since it was agreed in January, 1946, the cost of living has increased 20 per cent.—with the result that our present salaries are well below Charter standards.

Mr. Bevan says that we must face the facts of the Government White Paper. This has operated severely against those, like ourselves, for whom there is no loophole in the wage freeze. To support such a policy means to support a declining standard of living.

It is not in our interests alone that we seek a pay increase. The post-war boom of pent-up purchasing power is ending. Consumer goods are accumulating in the shops because people lack the money, although they need the goods. If this continues, factories will reduce staff, causing unemployment, which

in turn will lead to staff reductions elsewhere. On the other hand, more pay for I.G.O.'s would not cause inflation, but would increase purchasing power and so help to offset the dangers of a cut in production.

At their Easter conferences, the engineering and shipbuilding draughtsmen and the teachers demanded more pay; and 250,000 civil servants have put in urgent claims. Black-coated workers are on the move. Are we to lag behind? Our Conference will give the answer, Mr. Bevan!

D. T. VEALL.

155, Hay Green Lane,
Bourneville,
Birmingham, 30.

The staff side submitted the claim for a higher bonus on consolidation to arbitration—and members know the result. In view of Government policy, it would be folly to repeat that course now.

SERVICE EFFICIENCY

Opposed to Staff Interests?

In your May editorial, you ask us to accept "O and M" in local government with good grace and, indeed, actively to welcome it. But your arguments are based on several fallacies.

You say that it is folly to preserve non-productive jobs when employment is "full" and imply that there are no grounds to-day to fear unemployment. But, while the need to repair the devastation caused by the war has, so far, staved off a slump, the slump is, nevertheless, on its way. In seeking, therefore, to preserve their "non-productive jobs" (a term capable of wide interpretation) I.G.O.'s will only be protecting themselves against the buffets of the economic system under which they live.

Your further suggestion that "Good work means good pay" is baseless. Experience of most of us is that good work means still more work and has little or no influence on pay. Pay increases are not claimed or opposed around arbitrary standards of efficiency, but around the basic cost of living.

For the same reason, the suggestion that our contacts with our employers as members of the public should have influenced our pay is laughable. Pay is determined by supply and demand.

Finally, you make the alarming statement that "the pursuit of administrative efficiency has by now been generally accepted as a proper aim of local government officers and of their Association." For the employer, efficiency has only one interpretation—the maximum output (consistent with an agreed standard of quality) for the minimum outlay—or, more crudely, the most possible work for the least possible pay. Accepting this, we should leave the employer to safeguard his own interests while fighting with every means at our disposal to raise our standard of living as far above the basic subsistence level as possible and resisting the constant pressure of the employers to force it down.

But NALGO, apparently, consider that it is the employers' interest that needs safeguarding, not the employees'. What a ludicrous position! The very existence of NALGO, formed, like every other trade union, to assist and pro-

tect the employee in his struggle against the employer, demonstrates the basic antagonism of interests between them. If NALGO is to join with the employers in the pursuit of "administrative efficiency" then it is opposing the fundamental interests of the class it is alleged to represent and protect.

Birmingham Branch. H. J. Q.

It is saddening, after nearly half a century of NALGO's efforts—by no means fruitless—to improve service efficiency and to develop a co-operative relationship between employer and employee, to find any member so far out of date as to subscribe to the gloomy doctrine of inevitable class warfare.

MANPOWER CRISIS Qualified But Unwanted

We read your April editorial on the local government manpower crisis with mixed feelings. One of us has had 19 and the other 13 years' local government experience, though we both served five-and-a-half years with H.M. Forces during those periods. Last summer we decided to apply for other posts carrying more responsibility and offering greater scope for advancement. Between us, we have applied for more than 30 posts at salaries ranging from clerical to APT VI. One interview was granted for a clerical post and one preliminary interview for a post as youth employment officer at an unspecified salary—but in every other case, neither of us has managed to get short-listed.

We feel the more disillusioned and frustrated because we are the only two I.G.O.'s in this area who have obtained the London D.P.A. and are continuing our studies for an intermediate B.Sc. Time and again we have applied for posts which specified a suitable qualification, only to be told, without an interview, that the position had been filled by someone too shy to add his qualifications to his name!

We are not so stupid as to assume that qualifications are the only criteria of intelligence or efficiency. But if they are to be completely disregarded, what will happen to the Charter? It is more than probable that one of us will soon be leaving the local government service but, in the meantime, please do not feed us with stories of unqualified applicants for every grade.

B. C. MILDRED.
W. R. MOUNTAIN.
37, Chequer Road, Doncaster.

"Will Right Itself"

ONE reason for this so-called local government manpower crisis is the fact that five years of war took all the best young men and women; those who returned had to make a fresh start, and many are not yet qualified, while of those who are, few have yet had sufficient experience for the more responsible posts. Another reason is that most married officers in established posts will not move unless they can find a house. But these difficulties will right themselves in time. In the meantime, let the service carry on. It is both unnecessary and unjust to expect the ratepayer to pay higher salaries and for one authority to compete with another to get staff.

EX-SERVICE MAN.

Unfit Would Fill Gap

If local authorities would agree to employ persons medically "Grade B" in a semi-permanent capacity, without superannuation benefits, they would not suffer from any shortage of manpower. There is nothing more discouraging to the well-educated, would-be local government officer than to be confronted with certain rejection on account of a technical disability which in no way impairs the capacity for work.

L. J. GOODWIN.

31, Devonshire Road,
Heaton Moor, Stockport.

Only amendment of the 1937 Superannuation Act would make this possible, since, under the Act, a whole-time temporary officer becomes superannuable after two years' service. An authority could appoint an unfit officer in a part-time capacity—but it would have to be sure that the rest of his time was not taken up in part-time work for another local authority.

Electricity Salaries Reduced

I SUSPECT that there is at least one wild statement in your article on the man-power crisis. I was transferred from a treasurer's department to the London Electricity Board last year. Since then I have made eighteen applications in clerical and A.P.T.I., twelve of which have been in local government, and I have had two short lists, both in local government. On one of these short lists were six candidates, on the other five, of whom one withdrew. All came from other treasurers' departments. Of two who mentioned the subject, one had had three previous short lists, the other six. Do you wonder that I doubt such a statement as "Posts in clerical (£395-£440) and A.P.T.I. (£390-£435) find applicants only among unqualified people outside the service"?

There are two facts which make mention of higher salaries in the nationalised electricity service strange reading to those inside:

1. General division electricity staffs over 21 have suffered a reduction in their salaries and have been refused the option of retaining the Charter general division, although all other staff have the option of retaining their old salary scales. This reduction was negotiated by NALGO.

2. Because of the extreme dissatisfaction of the majority of the staff, the staff side of the D.C.C. has demanded that the London Electricity Board withdraws all the interim grading notices recently issued.

London. F. T. HAYNES.

The statement on recruitment difficulties was based on information supplied by branches which showed that the shortage of qualified staff, though not universal, was widespread.

General division electricity staffs have not "suffered a reduction." They are transferred to the interim general scale only when the salary for age is equal to or more than the salary for age on an existing scale. At ages 16, 21, 26 and 32, the scales are the same; from 17 to 20 and at 31 the new scale is higher; at other ages it is lower; but the totals of the two are identical. General division clerks transferred to the scale on reaching ages 16-20 since April 1, 1948, are, therefore, better off; those reaching 21, 26, or 31 are safeguarded for the time being by a provision that a higher salary receivable due to a larger increment payable on an existing scale before April 1, 1949, is maintained for one

year, by which time it is hoped that the interim scale will be replaced by the final agreement. NALGO did not, therefore, "negotiate a reduction," but actually brought increases—in some cases of over £100 per annum—to hundreds of electricity officers, particularly those who did not enjoy the Charter before vesting day.

SANITARY INSPECTORS**Grading "Intimidation"**

SANITARY inspectors are acutely disappointed at the decision of the National Joint Council for their national gradings [reported on page 388].

To become a sanitary inspector you must undergo a two years' course of study and practical work, the syllabus including sanitary law and practice, housing, food inspection, building construction, and the like. For this, the award offers a commencing salary of £390. (A.P.T. I.) The majority of inspectors obtain also the meat and food inspectors' certificate, requiring about a further year's study of animal physiology and disease and the production, distribution, and general handling of food. With these qualifications, the inspector may be appointed to carry out the requirements of some twenty or so Acts and innumerable regulations, orders, and byelaws—the most imposing list of any official. For this, the award offers a commencing salary of £420 (A.P.T. II). There are many further qualifications to be obtained which might help him to attain the dizzy height of A.P.T. IV—after the appropriate number of years of service. True, local authorities may still grade above this for special duties, and the good ones probably will do so, as they did before the award was made.

Mr. J. E. N. Davis, NALGO's chief organisation officer, has sent a letter to sanitary inspectors explaining the position and all with whom I have discussed it agree that he made an excellent job of it. But it contains this unsatisfactory paragraph:

"The employers were not prepared to accept the reference back of this section (sanitary inspectors) only; they said that if the staff side pressed the reference back they would take back the report as a whole, and they adhered to this view throughout a debate and after the two sides had conferred separately. Indeed, there was an indication that they might feel constrained to abandon negotiations on the whole question of grading special classes."

There is no suggestion that this is a fair or just award, but simply that the staff side reluctantly submitted to intimidation. This is not negotiation, and although it ill becomes a sanitary inspector to make the suggestion, it might have been better for the future of Whitleyism had the staff side stood firm. To give way to intimidation only leads to a repetition, when some other class of officer may suffer.

In the meantime, sanitary inspectors endeavour to explain to the would-be new entrants the advantages of undertaking their calling!

A. J. MORTIMER, M.S.I.A.
Hon. Public Relations Officer,
Brighton Branch.

MORE CHARTER GROUSES**"Principles Misapplied"**

Is there any procedure for correcting the apparent misapplication of the principles of the Charter by regrading unqualified officers to

salaried posts other than on the General Division?

We contend that officers who have qualified to the intermediate degree of professional societies, or passed the equivalent civil service/local government examination, should be regraded to the higher salary grades. But regrading is left to the council, which is influenced by opinion and report of senior officials. We suggest that this rupture of the principles of the Charter acts as a deterrent to young and eligible entrants to the service.

Chester. GLANVILLE JONES

STANLEY G. P. EATON.

Grading System "Farcical"

ONE of the factors which is causing the greatest discontent in the local government service is the procrastination and timidity of the N.E.C. in carrying out the decisions of Conference. The Charter has now been in operation three years and we are as far off the grading of comparable posts as ever. The present grading system is farcical, as different authorities have different ideas of the value of certain comparable jobs.

It has not taken the new nationalised services long to grade their jobs, and the sooner the N.E.C. gets moving and grades positions comparable with the rates being offered by nationalised services, the better it will be for the local government service.

Local government officers are not getting fair play, and the N.E.C. must rid itself of its timidity and inferiority complex and demand a little more. We are told that the cost of living has gone up 17 per cent since the salaries of local government officers were "frozen" three years ago. It seems to me the N.E.C. got "frozen" at the same time. Or is merely suffering from cold feet?

P. J. BARSBY.

Long Eaton.

If it were the N.E.C. which fixed gradings there would be no problem! The difficulty is that they must be agreed by the employers, too.

'Phone Girls' Job

THE refusal to grade the telephone operator at general division level is the result of a long-standing prejudice, probably due to the fact that she has nothing to show for her work at the end of the day.

Though it appears easy to the uninitiated, switchboard work is neither simple nor inconsiderable. It is continuous and calls for tact, cheerfulness, sleight-of-hand, a pleasant speaking voice, and a good memory, and it is a job at which experience and local knowledge count for much. The average town hall switchboard is an inquiry office for both public and staff, and the operator is thus in the forefront of public relations, the first person to whom the ever-critical ratepayer will speak with his request or complaint.

There are good operators and bad, and—paradoxically—the more efficient an operator is the less she noticed. But the result of this prejudice can only be that, in future, only juniors and others without interest in the job will take this Cinderella of local government occupations, and the standard of operating will decline in consequence.

"CONCERNED."

A Wife's Complaint

DURING the eight working days beginning March 28, my husband and other staff of the Birmingham municipal bank worked more than 30 hours overtime. Since my hus-

band is in charge of a branch, he did all this for something called a "subsistence allowance," while the lesser frayed received time-and-a-half.

Having agreed to this, NALGO presumably thinks it just and fair; but can you see a foreman bricklayer or docker working overtime for a "subsistence allowance," just because he is in charge of a job and loves his employers?

I know l.g.o.'s wives should be used to "subsistence allowances" by now—they have lived on a bare one for some time. New clothes, an occasional visit to a theatre, and holidays away from home are just things the neighbours have. My husband does not know I am writing this letter, so I trust you will allow me to sign myself,

"BARELY SUBSISTING."

SOCIAL WELFARE**"Cinderella" Service**

I AM grateful to "L.G.S." for publishing "Welfare Worker's" letter drawing attention to the anomalous grading of social welfare posts and quoting an authority offering general division for a home visitor "with extensive experience of housing work."

Housing is still regarded by far too many local authorities as the "Cinderella" service and women are used as cheap labour for this arduous task. To the wear and tear of clothes to which "Welfare Worker" refers, I would add mental wear and tear, endeavouring to give hope and help in the most distressing of to-day's human problems—that of the homeless. In your footnote you say that "Salary scales for social welfare officers are now under negotiation." Can we have an assurance that housing welfare officers are included—or are they to be left to the local authority. the vision of some of whom seems to be limited to general or clerical division?

"ANOTHER HOUSING
WELFARE OFFICER."

Proposals for the grading of housing welfare officers have been submitted to the National Joint Council after consultation with the Institute of Housing, but in view of the great number of claims to be dealt with, it is impossible to say when these will be considered.

VALUATION OFFICERS**No Increase Since 1934**

IN your "Reply to Critics" of the negotiations about transferred rating valuation officers in the May "L.G.S.", one very important aspect appears to have been overlooked.

It has been the normal custom for rating authorities and assessment committees to consider salary increases after a general re-valuation. But since there has been no general re-valuation since 1934, many rating valuers have received little salary increase other than war bonus and will transfer into the new service at much lower salaries than would have been the case had they not missed the opportunity for review in 1939 and 1944. Had there been no Local Government Act, 1948, it is reasonable to assume that, after the next general re-valuation, the rating authorities and assessment committees would have adopted their customary practice of rewarding their officers, after the work of valuation had been carried out. As it is, however, these officers on transfer will now be facing the general re-valuation on their present salaries (which have not yet been fully increased), and with no greater prospect than that of rising to the top of their grade by effluxion of

time, in spite of the tremendous increase of work which usually attends, a complete re-evaluation.

A good deal of the complaint which will arise from this position can be obviated if the transferred officers are put into grades appropriate to their work and qualifications, and not merely transferred into a grade according to their present salary.

"F.R.I.C.S."

The officers will not be "transferred into a grade according to their present salary." They will be graded according to their ability, qualifications, and experience by the Civil Service Commissioners, who will have the recommendations of the selection boards to guide them.

Pension Problem of Over-60's

I READILY concede that conditions for officers transferring to the new Inland Revenue service are most favourable. But the position of those over 60 should be clarified, especially those wishing to apply but hesitating lest their present position be jeopardised. Others hold dual posts, and may be declared redundant. Such an officer will suffer severe financial loss unless he obtains a post in the new service.

Where an officer over 60 is accepted into the new service, is superannuation at 65 payable by the present local authority? If pension rights are forfeited at 65, it will mean that every effort must be made to retain a post with the present employing authority, so that the maximum superannuation may be claimed on attaining 65.

"INQUIRER."

If the officer is declared redundant, he claims compensation for loss of office and as from his 65th birthday the compensation payable is at least the amount of pension which had accrued at the date of loss. If his local authority has suitable employment for him (i.e. if he is not declared redundant) and he resigns voluntarily to take an unestablished civil service post, he gets a return of his superannuation contribution only.

PROMOTION EXAM.

Inconvenient Centres

Is the promotion examination being officially encouraged, or not? Ten members from this area were told that they must take the examination at a centre which two were unable to reach and the other eight could reach only with considerable difficulty and expense. Appeals to the Local Government Examinations Board to change the centre were rejected by return of post, on the ground that it was impracticable to establish a centre for ten people. Yet the R.S.A. and the City and Guilds examining bodies frequently arrange a centre for one person.

The fact that the Examinations Board seems determined to make it as difficult as possible for anyone to take the examination may account for the general lack of interest in it.

JOHN R. KAY,
Vice-Chairman.
N.E. Essex Sub-branch,
Colchester.

CHIEF APPOINTMENTS

Plea for the Older Man

MAY I urge consideration for the older man when appointments are made to the higher ranks of the local government service, particularly in the architectural and other technical branches?

There is little scope to-day for the man over 45, and none for the man

over 50. Advertisements do not stress the age limit, but it operates in the short list and in final selection.

Presumably, the intention is to appoint higher officers at the peak of their efficiency—but the object is defeated when the "Efficiency Peak" is based on physical performance and tied to the wrong age group. The man aged 40 to-day was a junior of 30 in 1939 and, with the intervention of a six-years war, his actual experience in a technical position can only be about five years, and that in a junior capacity.

The chief architect to-day is required not so much to be a "Christopher Wren" as an architect with local government knowledge and experience, who can manage a team of enthusiastic younger men, and deal with committees. Such qualities are not achieved in less than 20 years of direct normal work. To consider only applicants under 50, therefore, debars the most suitable and profitable field wherein is to be found the largest proportion of aesthetic and administrative vigour backed by experience, leadership, tact and power of control.

I therefore appeal to all responsible for selecting men for higher appointments to consider men up to 55 years of age, to make age concessions to the ex-service man in accordance with his years of war service; and to avoid being misled by a long list of previous appointments which may represent achievements in salary but not necessarily in suitable experience.

A.R.U.U.

SUPERANNUATION

Payment of Interest Claimed

LOCAL government officers retiring at 60 after 40 years' service and with up to 26 years' contributory service are given two-thirds of their salary on retiring. What of those with 40 years' contributory service? Surely, by comparison, they should receive at least 100 per cent. pension!

Is it not time that staff retiring voluntarily should receive interest on their money instead of having only their actual contributions to the pension scheme repaid to them? It appears that this interest goes to improve the pensions of staff retiring with several years' non-contributory service.

"SEEKING JUSTICE."

The pension due to an officer with 26 years' contributory service out of 40 is 33/60ths unless his local authority decides to give him 60ths for his non-contributing service. Why complain if it does that? An officer with 40 years' contributing service is not dependent on the authority's generosity. If interest were paid on contributions returned on voluntary retirement, it would be necessary to increase the rate of contribution. Further, the officer must not forget that, while in the scheme, he has been eligible for its benefits.

"Review Pensioners' Position"

IT would be commendable if NALGO's proposals for improvements in the 1937 Superannuation Act could include some benefit for officers already superannuated. Some of us, in the losing fight against the ever-increasing cost of living, are having to augment a lean pension by constant recourse to a steadily diminishing capital. Moreover, many over 60 are, unfortunately, widowers, and have to employ housekeepers.

F. R. FREER.

Leicester.

This would require the amendment of the Pensions (Increase) Acts,

1944-7, not the 1937 Act. Proposals for amendment of those Acts were submitted to the local authority associations some months ago and are under consideration.

Earlier Retirement?

If a man must work until he is 65 before he can receive a reasonable pension, he might as well continue to work for a further 10 years or more, because at 65 he is past doing many of the things he has dreamed of doing all his life.

"Critic" says that local government officers in general have not had time to acquire hobbies to fill their retired life. That is true of some—but there are others who would jump at the chance of retiring sooner. I agree that they could not expect the same pension as they would have received at 65—but at 55 or 60 a man has to provide for his wife and himself, and for that he does not need a large pension.

Let us have a scheme which allows those who wish to work on after 65, but let it also provide for those who wish to retire at 60, or even 55.

"YACHTSMAN."

Let Women Go at 60!

Since the Government now recognises 60 as the age at which women may retire, it does not seem reasonable for NALGO to insist that they go on until 65 if they have not completed 40 years' service. Cannot the Act be amended to allow women to retire at 60 if they so desire?

E. BRADBURY.

Leicester.

It is not NALGO which "insists." As was explained in the February "L.G.S.", the local authority associations have refused to discuss any reduction in retiring age.

Holidays for Pensioners?

MY local paper reports that Paddington borough council has equipped a home at Bexhill-on-Sea as a holiday home where elderly people in the borough can enjoy a week's holiday for 21s. including full board, lodging, and transport. This should prove an incentive to NALGO to do something for its retired members, many of whom can barely buy necessities out of their pensions, and for whom holidays are out of the question.

THE PILGRIM.

WINTER CONFERENCE?

An Eastbourne Welcome

LETTERS from two readers in the March "L.G.S." issue struck a chord at Eastbourne.

"Unbeliever," who complains that he has been able to afford only one week's holiday at the seaside since the war ended, suggests that our efforts here to keep holiday prices at a reasonable level cannot be much good while conditions such as those he mentions exist. However, it is still possible for a family of four, including two children, to have a holiday at Eastbourne for approximately £13 to £14 for one week, and I shall be glad to help him if I can.

"A. W. S." suggests that the NALGO Conference should be held during the winter. This is the publicity man's dream! We do try so very hard to persuade conference bodies to come to seaside resorts outside the main summer season, but it seldom works. If NALGO could set an example, how delighted we should all be!

JOHN BATTEN,

Director of Publicity,
Eastbourne.

CLERKS' ORGANISATION Professional Status

IN suggesting, in the April "L.G.S." that the Corporation of Secretaries was an appropriate body for clerks to local authorities, Mr. F. H. Newham has missed the point of my letter, which was to suggest that there was need for a professional organisation exclusively for clerks and members of clerks' departments.

The examinations in local government and public administration of the Corporation of Certified Secretaries (which I have passed and of which body I am a Fellow) provide an excellent qualification for clerks, but these examinations may be taken by any person holding a secretarial position irrespective of his department, and the professional status is not confined solely to local government clerks.

Membership of the I.M.T.A. and the I.A.R.V.O. is the hallmark of the treasurer and the rating and valuation officer respectively, and the examinations of these bodies are confined to members of such departments, with the result that the distinctive letters carry a correspondingly exclusive professional status. The various associations of clerks to local authorities, excellent bodies though they are, do not provide any professional status, as they are not examining bodies. That is why I suggest that there should be a professional organisation (an examining body), membership of which would be confined solely to clerks and members of clerks' departments, thus increasing the professional standing of its members.

P. J. BARSBY.

Long Eaton. Deputy Clerk.

"Leave Them Alone!"

COME, come, Mr. Barsby, let us have no more of this nonsense! We suffer from a surfeit of examinations to-day. Let us leave the clerk alone in his splendid isolation, and content ourselves with the knowledge that, whether he be a solicitor, with a D.P.A., and crammed with degrees, or whether he possesses nothing but experience and common sense, he will soon cease to be a clerk should he not measure up to the job. No, let us for once say "hands off the clerk" and not stuff the council's chief administrative officer into a pigeon-hole labelled exactly as all the other clerks. Long may the clerk stand aloof from all this, and shine, from his office chair, a splendid example of unrestricted private enterprise!

E. C. COX.
Deputy Clerk.

Crayford U.D.C.,
Kent.

METER READERS

Eligibility for Membership

THE brief footnote to a letter in last month's "L.G.S."—saying that "meter readers are certainly officers and are as fully entitled to membership as any other group" was, unfortunately, just a little too brief and, by omitting an important qualification, was misleading.

The statement was correct in respect of those meter readers and collectors who are already members of NALGO and who enjoy officer status. But it does not apply to meter readers in the electricity supply industry who are covered by the schedule of the National Joint Industrial Council for manual workers. Such meter readers are not eligible for NALGO membership.

Organise it!



by "TOBIAS"

THERE has for long been a difference of opinion among us whether the Boss should be a member of NALGO. The arguments usually boil themselves down to a variation of the ancient riddle, *When is a local government officer not a local government officer?* Answer: *When he gets to the top and becomes a—Sorry, the point of my blue pencil has broken.*

Anyway, those who are against the Boss's membership recruited almost all of us to their ranks last month, when the great man, apparently accidentally (personally, I suspect a bribe to the operator by George, whose grandmother had a mid-week replay that afternoon) got marooned for some hours in the lift and had nothing to read but the current number of LOCAL GOVERNMENT SERVICE, which he had absent-mindedly stuffed into his pocket.

On his return to the office, he had forgotten any ill-temper which might have been engendered by the original mishap. For he was inspired by a great idea.

"Now, you chaps," he said, rubbing his hands in self-congratulation, "don't all rush at once—but which of you would like to be our O. and M. officer?"

Under the impression that he meant to award an Order of Merit, a tuppence-halfpenny rise, or even a buckshie half-holiday, we all, from Rufus to young Betty, took a simultaneous step forward. But it turned out that he had merely been swotting up this Organisation and Methods idea, and wanted somebody to take charge of it for our office.

"Naturally there will be a great deal of honour and glory involved in seeing that our work for the council and the people of this town is carried out with greater efficiency and economy," said the Boss, "and, while it is too soon to make any promises of financial reward, we all know what usually follows in the train of honour and glory—ha, ha!"

"Yes—a permanent job in the general division," muttered Sackbut, who served with distinction in Burma during the war.

But he was eventually persuaded to take the job on trial. "Trial's the word," he said gloomily. "I expect the first thing you'll all do is to constitute yourselves a jury and condemn me to Coventry—or probably Crewe—for the rest of my life."

"Dear me, no," we said politely. And in various forms of words we each added, "But of course there's nothing about my job that requires any organisation or improvement in method."

Sackbut's first major obstacle was George, who, possibly under the influence of an introductory speech from the Boss about the need to cultivate *notre jardin*, thought that O. and M. referred to a competition for growing Onions and Marrows. "It's grossly unfair to

flat-dwellers," he declaimed, "and reflects the fact that all members of the NALGO hierarchy are in a position to own their own villas or mansion-houses—"

"You've got it all wrong," said Sackbut, when he could make himself heard. "What we're trying to do is to scrap all the jobs that don't really need to be done—Here, where are you all off to?"

With one accord we had rushed for the door, because if all our work was to be done away with there seemed no point in remaining in the office for longer than it took to arrange for our salaries to be posted to us each month.

Miss Gymbol, however, showed a great willingness to co-operate. Painstakingly she initiated Sackbut into the mysteries of certain statements which she typed every month, and which, in turn, had had to be prepared by various members of the staff—because, for instance, years ago an irate citizen had demanded a certain infinitesimal fact for a lecture to be delivered to the six members of a Sunday school class, and had been rather unkind in his comments when the information was not immediately forthcoming.

"Then, there's the petty cash book," said Betty, struck by an idea. "I suggest it would be greatly in the interests of efficiency and economy if George took it over, because he's much more highly-paid than I am, and he could knock it off in half the time—"

"O.K. but you'd miss the cash box, my girl—I.O.U. One New Lipstick, I.O.U. One Tuppeny Bus Fare—"

"Oh but I'd keep that—"

"Oh no, you wouldn't!"

This was the sort of argument which went on all over the office during the next few days. Sackbut spent an afternoon analysing the movements of various people's right hands in adding up a column of figures (and several evenings analysing the movements of his own right hand in the *Local Government Arms*). He experimented with placing Daffy's machine in a north-south position the day after he had read an article on the influence of terrestrial magnetism on working capacity: but the machine had to be hastily restored to its original position after five people had tripped over flexes stretched halfway across the office. One day, on returning from lunch, I found him supervising a gang of workmen who were sawing off most of the lower part of my desk.

"Hey, what's the idea?" I demanded.
"We thought—er—as a matter of fact—well, I'm just trying out something," he muttered.

It was only later, by dint of threats, blackmail and finally a bribe (one slightly-used peppermint fondant and two newish cigarettes) that I was able to ascertain from Betty that Sackbut's idea was to raze my desk to floor level just outside the Boss's room, because he thought it would come more

natural to me to do my work in a crawling position . . .

From that time onwards I looked on the whole thing with extreme disfavour. Rufus agreed with me, for the very different reason that Sackbut had, from the beginning, ignored his work entirely—the implication being that he, as Public Negotiations Officer was so useless as to merit his job being scrapped without further investigation.

So we made a joint suggestion to Sackbut: "Look here, old man, why don't you try this thing out on the Boss—investigate his work first?"

"I'm darned glad you mentioned that," he said solemnly. And, being the holder of a D.S.O. with Bar, he forthwith knocked at the Boss's door and marched in . . .

Yes, so far as our office is concerned O. and M. has had it. And Sackbut is more firmly ensconced than ever in the General Division (without Bar).

Only Miss Gymbol still operates the scheme with unabated enthusiasm. It seems that the Boss some time ago offered her a substantial increase in salary (almost the top of male General Division, in fact)

This Local Government!



"I have circulated the defaulting members individually"—five shillings will go to the sender of this extract.

if she would take on some extra work, and in order to be able to do this she has scrapped about two-thirds of the work she was already doing.

To date, no one has noticed the difference . . .

AT RANDOM—by "Hyperion"

Thought for the Month

A MAN can more easily burn down his own house than get rid of his prejudices.—T. Sharper Knowlson.

Reactionary

"No," said the woman next door emphatically, "I don't hold with these 'ere therm's. When I say gas, I mean gas, and I like to know what I'm paying for. Therm's, indeed! Why can't we 'ave it like we used to 'ave it—by the Cupid's feet!"

Tobacco

I MARVEL what pleasure or felicity they have in taking their roguish tobacco. It is good for nothing but to choke a man and fill him full of smoke and embers.—Ben Jonson, *Fare—*

"

"Oh but I'd keep that—"

"Oh no, you wouldn't!"

A NALGO DIARY

London Jubilee Plans: Overseas Promotion Examination

Visitors to H.Q.: Papers.

IF the ever-progressive Metropolitan district public relations sub-committee has its way, Londoners will have something to remember in 1950—golden jubilee year for Metropolitan boroughs. The sub-committee has proposed to the Metropolitan Boroughs Standing Joint Committee that celebrations should include a pageant of local government—using both parks and river—a souvenir handbook, central and local exhibitions, posters, competitions among schoolchildren, radio and television programmes, and a special film—the whole to be planned by a central committee and local committees composed in each case of councillors and officers. The Standing Joint Committee has welcomed the proposals and passed them on to the various borough councils for their views.

Black Mark, Hereford!

THAT the press is willing to take up the cudgels on behalf of local government officers when their claim is just was demonstrated by Hereford's "Citizen and Bulletin" the other day. Under the heading "Shatterpated," it quoted the article in the April L.G.S. which condemned the city council's false economy in refusing to give an adequate grading to its deputy librarian, with the resultant resignation of its librarian and cancellation of its exhibition programme, and wrote:

"The ancient City of Hereford gets another horrible bad mark, its

citizens are deprived of unique cultural opportunities, its traders denied undoubted benefits, and visitors to the City are left out in the rain. . . . We have yet to meet any sane man of business who, having goods to sell to a public eager to buy, promptly strips his shop windows bare to avoid spending £45. Crazy! would be the verdict if he did, and we can think of no other term, unless it be our headline, to describe this blind decision to rob Hereford of its colour and culture."

Radio Councillor-Elect

LISTENERS to the schools broadcasts will already be firm friends with Edward Barker, the county carrier who meets many people and sees many things while delivering parcels in and around Little Wyke. In the autumn they will find him in a new role, for Mr. Barker is to be elected to his rural district council, and young listeners will be hearing about his activities in the council chamber. I know, because NALGO Headquarters has been asked to advise the B.B.C. in preparing the scripts.

Visitors from Abroad

HEAQDURTERS is becoming a regular port of call for many visitors from overseas studying local government in this country. Last month, for example, it entertained a party of Turkish mayors and municipal officers who are spending six weeks here—and who, since they spoke neither English nor French,

confronted the general secretary, J. H. WARREN, with the difficult task of explaining the intricacies of municipal administration through an interpreter. They were followed by five German councillors and officials brought over by the Foreign Office to study democracy in action. Mr. Warren, incidentally, is to return the latter visit in August when, at the request of the Foreign Office, he will attend a conference at Hahnenklee, in the Harz Mountains, at which leaders of German local government will discuss common problems with their British opposite-numbers.

Surely Not!

ACORRESPONDENT has sent me the following extract from the "W.V.S. Report on Ten Years' Work for the Nation":

"Hostels for Children"—It was found that certain types of children, particularly bed-wetters and those with behaviour difficulties, could not be billeted in private houses, and hostels were opened by Billeting Authorities with W.V.S. assistance in which W.V.S. members cleaned, cooked, deloused, washed, amused, and helped quite inadequate staffs to battle with often unruly and unhappy children."

Branch Honours War Dead

AN oak bench in the staff recreation room is Stoke Newington branch's memorial to its three fallen colleagues, whose names are inscribed on a bronze plaque on the bench. The branch president,

R. P. BATEMAN, unveiled the memorial last month, in the presence of the mayor, the leader of the council and 60 members of the branch.

Member on Arts Council

ARARE distinction has been accorded to Ealing's education officer, J. COMPTON, who has been appointed to the executive committee of the Arts Council of Great Britain. He is the first and only local government officer to hold such a position. A member of Middlesex county branch, Mr. Compton has been in NALGO for more years than he cares to remember, and is a past president of two branches—Barking and Ealing.

The Mixture as Before.

THIS year's papers for the Pre-motion Examination, which will be available shortly from the Local Government Examination Board, 37, Upper Grosvenor Street, London, W.1, price 1s. 6d., are on the whole, I gather from KENNETH CARTER, NALGO's education officer, similar to last year and it will be interesting to see how far candidates have benefited from the further year of study and the guidance of previous papers. The type of question set was of a high standard, calling not only for factual knowledge but an awareness of current events, and the ability to state an argument clearly.

It is encouraging to note that the English Law paper contained no questions on principles and few on practice. The syllabus in the subject is extensive, and it is doubtful whether candidates can be expected to cope adequately with evidence and procedure, if at the same time they have to cover a wide field in public law.

N.B.S. offers you—

2½% p.a. on SHARES

SPECIAL 2% p.a. DEPOSITS

&

ORDINARY DEPOSITS — 1¾% p.a.

TAX PAID BY THE SOCIETY IN EACH CASE

IN THE NAME OF THRIFT

"What piles of wealth hath he accumulated
To his own portion! . . . How i' the name of thrift
Does he rake this together?"

—Shakespeare, "Henry VIII"—Act III—
Scene 2.

Henry VIII may not have been the man best fitted to protest at the greediness of others but possibly William Shakespeare was in ironical mood. Local Government Officers to-day will not find the same facilities for amassing piles of wealth, nor would the ambition be fashionable. Even so, we would encourage, in the name of thrift, a modest endeavour to accumulate a small nest-egg for a rainy day by saving regularly with the Nalgo Building Society.



NALGO BUILDING SOCIETY

ASSETS EXCEED £6,600,000.

1, YORK GATE, REGENT'S PARK, N.W.1

The English paper gave candidates opportunity to display their appreciation of verse. To restrict them to a study of Shakespeare was, perhaps, a little unimaginative, and it is debatable whether literary questions should be included in a paper of this type.

"Regional and Physical Geography," might well be renamed "Geography, with special reference to its influence on local government." Many questions are wisely packed up with the Town and Country Planning paper, but the student might be given some indication of the bias of the questions in the syllabus. Many candidates must have spent valuable time studying the regional geography of other parts of the world, leaving them too little to make a sufficiently detailed study of this country to answer the questions set.

ut-Price Music . . .

Now preparing its third session's programme, I hear, is the New Era Concert Society, a non-profit-making body run in association with the Arts Council, which enables music-lovers to enjoy and learn appreciation of both new and old works at reduced cost. Members form into groups, and by each guaranteeing to take not less than five subscription tickets for the whole series, reductions of from 25 to 40 per cent. on normal ticket prices are possible. Further details from the secretary of the society, Queen Anne's Gate, London, W.I.

. . . and More NALGO Singers

LALIFAX's claim to have formed the first N A L G O choir, made this column last month, has been contested by F. A. BRISTOW, who helped to form and was chairman of the Regate Municipal Male Voice Choir in 1932. The choir won the Musical Festival Challenge Cup, performed at a mayoral banquet, and sang carols from the roof of the old town hall. W. H. ROWSELL, however, another member of the choir, confesses that it was only 90 per cent N A L G O, so perhaps the original claim can still stand. Incidentally, Mr. ROWSELL, now at Windsor R.D.C., would be delighted to hear from any of his old singing colleagues.

\$,000 in 10 Years -

URING an illness in 1929, the matron of Bournemouth Nursing home received a plea for help from an elderly and poverty-stricken nurse, and she vowed that, if she recovered, she would see that some provision was made for old nurses in want. She did recover—and the next ten years collected £5,000 and fulfilled her vow by building the Elderly Nurses' National Home at Bournemouth, where, today, 50 former nurses are leading a happy and healthy retirement. It is hoped to establish similar homes elsewhere when funds allow—but, in the meantime, funds are urgently needed to maintain the original home. Contributions should be sent to the honorary instant treasurer, Elderly Nurses' Home, Holdenhurst, Bournemouth.

Ty Years' Service

J. N. LANGSTON, local taxation officer, Gloucester, is in his fiftieth year with the council. Entering the town hall's office in 1900, Mr. Langston

took over the local taxation duties when they were first transferred from the Inland Revenue in 1908. He has seen the number of motor licences issued increase from 3,382 to 20,334 annually, and the amount of duty collected increase from £12,426 to £75,006. A founder member of the Gloucester Municipal Officers' Association, forerunner of the present N A L G O branch, he was branch president in 1946.

I also offer good wishes to :

E. KENYON, assistant manager, Middleton gas department, who has retired in his fiftieth year with the corporation. One of the original members of the branch executive committee, he had held almost every office and was last year's president ;

Miss L. DOODY, member of Hampshire branch since its formation in 1919, retiring after 40 years' service ;

W. JONES, Clerk of the Peace, Denbighshire, retiring after 44 years' service. He is a present member of the Local Government Examinations Board ; and

F. D. BARTON, lately engineer and surveyor, Hammersmith, retired after 41 years' service. A member of the N.E.C. from 1937 to 1943, he was also branch president and a district committee member.

Obituary

We regret to record the death, on April 20, of L. C. ST. LEGER YEEND, clerk and chief financial officer to Sodbury R.D.C. A local government officer for more than 20 years, he was always a staunch and active N A L G O supporter, doing much pioneer work in the south-west. He was branch president, member of the south-western district committee, chairman of the staff side of the south western provincial council, and a member of the National Whitley Council. In 1944 he was elected to the N.E.C., on which he served for four years.

We also regret to record the deaths of : Miss P. G. HART, president of Folkestone branch, and a member for 33 years ; F. HEYWOOD, deputy town clerk, Folkestone, and immediate past president of the branch ; C. S. COOMBS, West Sussex branch, member since its formation in 1922, and one of its first joint honorary secretaries ; and JOHN D. CANNELL, former chairman of Warrington branch, treasurer of N.W. district committee, and chairman of its district B & O Fund sub-committee.

House Exchange

Clapham : s.c. flat, 2 bed., 2 recep., kit, bath for similar, bungalow, or house in N. London, easy access Aldwych and Cockfosters.—Phillips, 7, Park Court, Clapham Park Road, S.W.4.

Birmingham : Mod. 3 bed., semi-det. house near Lichfield Hills for house near Ruthin.—Woodhouse, 42, Ashill Road, Rednal, Birmingham, S.O.

Swindon : Det., 3 bed., 2 recep., kit, bath, garage, store or office, etc. for house at Guildford. Cash adjustment.—Robinson, Artington House, Portsmouth Road, Guildford, Surrey.

Etham : 4 bed., mod., freehold, garage, for similar Southfields or Putney.—Lindley, 225, Green Lane, Etham, S.E.9.

Middlesbrough : Tenancy of 3-bed house for house or flat Hornchurch district.—Lewis, 53, Westwood Street, Middlesbrough.

what money can buy!

If money has never actually bought happiness, stability, a sense of humour, or the love of those near and dear to us, in terms of hard cash, at least it has lent a helping hand.

The logical foundation for the achievement of those things that are "beyond price" is wise spending, born of the recognition of what is needed to give that security without which true happiness, mental ease, and a cheerful outlook, are always "just around the corner."

We cannot expect security in the future without making some effort in the present—effort which involves recognising one's responsibility, and meeting it.

The **NALGO INSURANCE DEPARTMENT** offers you practical advice and assistance in planning an adequate insurance protection programme. There's no time like to-day for thinking about to-morrow. Let us help you to secure protection and security—the invisible "bonus" of a sound investment.



— — — — — POST THIS COUPON TO-DAY — — — — —

To **NALGO INSURANCE DEPT.,**
I, YORK GATE, LONDON, N.W.1.

Please send details of the underlined schemes to :

NAME : M.

ADDRESS

(Delete if not required)

Whole Life and Endowments. Family Income Benefits. Children's Deferred Assurances. Educational Endowments. "Hedge Your Mortgage." Combined House Purchase and Endowment. Simple and Double Endowments.

L.G.S.8.

L.G.O.s Will Carry Pension Rights to Civil Service, Public Boards, and Colonial Service

THE Superannuation (Miscellaneous Provisions) Act, 1948, enables the Minister of Health to make rules whereby officers may transfer from one type of pensionable employment to another type of pensionable employment without suffering any loss of pension rights. Under this provision, rules will be made soon whereby, it is expected, transfer from pensionable local government employment to pensionable civil service employment will carry with it a transfer value with consequent reckoning of local government service for civil service pension purposes.

Some rules have already been made by the Ministry, and others are still in draft form. In all cases, NALGO has been consulted on the draft rules, including the following :

Superannuation (Local Government and Public Boards) Interchange Rules.—The draft rules make pensionable local government employment interchangeable with pensionable employment under the National Coal Board, British Electricity Authority, an Area Electricity Board and such other public or semi-public body as the Minister may designate. Where a contributory employee or local Act contributor becomes a pensionable employee of a public board, a transfer value is to be paid to the board by the authority maintaining the local government superannuation fund.⁴ If the transfer of employment took place before the date on which the rules come into operation, the rules will not apply unless the authority which has to pay the transfer value consents; and in any case they do not apply to transfers which took place more than 12 months before that date. There is provision for payment of transfer values by the boards when their pensionable employees become contributory employees or local Act contributors with local authorities.

Retrospective Effect

NALGO suggested that these rules should come into operation not later than April 1, 1949, to safeguard the position of persons who became employed by an electricity board after April 1, 1948. Alternately, it was suggested that the 12 months' period should be extended. We pointed out also that the draft rules did not make clear how the local government service was to be reckonable in the pension scheme of the public board.

These rules and others were discussed at a meeting at the Ministry of Health on February 22, attended by representatives of the local authorities associations, the London County Council, the T.U.C., the L.C.C. Staff Association and NALGO. The local authorities associations' representatives stated that, subject to further actuarial consideration being given to amounts of transfer

values payable in appropriate cases, and to formal decisions by their elected representatives, they were prepared to agree that, in all cases where the various draft rules provided either for payment of transfer value or frozen pension, the rules should have retrospective effect to April 1, 1939, and were prepared to recommend local authorities to act accordingly.

The Ministry representatives stated that they were discussing with the British Electricity Authority the question of reckoning pensionable local government service on a year-for-year basis for the purposes of the B.E.A. pension scheme in cases where transfer values were paid under the rules to the B.E.A. by local authorities, and were also endeavouring to secure agreement that transfer values should be paid by the B.E.A. to local authorities in appropriate cases. (It is believed that agreement on both points has now been reached.)

Colonial Service

Superannuation (Local Government and Colonial Service) Interchange Rules.—The draft rules enable a pensionable local government employee who enters pensionable employment in a colony to receive his "frozen" local government pension when he leaves the colonial service on pension, i.e. there will be provisions similar to those now existing in regard to transfers between the local government service and the civil service. If, within twelve months after ceasing to hold the pensionable colonial employment, the officer again becomes a contributory employee or local Act contributor, he is regarded as having become such a contributor within twelve months of leaving his former pensionable local government employment, i.e. he will not have had a disqualifying break of service.

Superannuation (English Local Government and Isle of Man) Interchange Rules.—The draft rules make pensionable local government employment interchangeable with pensionable employment in the Isle of Man under public and local authorities, with preservation of pension rights in respect of previous pensionable service. Transfer values are payable provided the transfer takes place within twelve months of ceasing to hold the former pensionable employment. Reciprocal arrangements are to be made in the Isle of Man.

Superannuation (Local Government and Northern Ireland) Interchange Rules.—The draft rules enable a pensionable local government employee who enters pensionable employment in Northern Ireland to receive his frozen local government pension when he retires on pension from the Northern Ireland employment. In view of the fact that there is before the Northern Ireland Parliament at

present a Bill to provide for a pension scheme similar to that in the British Health Service (Superannuation) Regulations, NALGO has suggested that, when that Bill becomes law, new rules should be made providing for payment of transfer values and complete transfer of pension rights instead of the "frozen" pension provisions.

The Colonial Service, Isle of Man, and Northern Ireland draft rules provide, like those relating to public boards, that the rules shall not operate in respect of transfers which take place before the rules are made unless the local authority concerned has agreed in each case. Even then, the transfer must have taken place within twelve months before the date on which the rules are made. As mentioned above in relation to the public boards rules, the local authorities associations have indicated their willingness to agree that the rules should have retrospective effect to April 1, 1939.

The following rules have been made by the Minister :

The Superannuation (Local Government Staffs) (National Service) Rules, 1949.—These rules will take the place of the Local Government Staffs (War Service) Act, 1939, and came into operation on April 1, 1949. They apply to employees of local authorities undertaking national service of

and after April 1, 1949. They enable a pensionable employee to count a period of national service as contributing service if he returns to pensionable local government employment within six months of the termination of his national service. The employee, however, must pay superannuation contributions which he would have paid if he had remained in his civil employment and those contributions can be paid either during the period of national service or on return to local government employment. If the employee does not pay the contributions the period of national service will not be reckonable either as contributing or as non-contributing service. If, during his national service, the employee has claimed the return of his superannuation contributions, no part of the national service after the date of claim will be reckonable and the service before the date of claim will be reckonable only if the contributions are repaid within three months after re-entering pensionable local government employment, which must be re-entered within three months of the termination of national service.

The information given above must be regarded as giving a general indication only of the purpose of the rules. It is not possible in the space available to go into detail, and therefore any member who is not sure how the rules will affect him should seek the advice of Headquarters on the facts of his particular case.

Wide Range of Lectures at Oxford and Exeter Summer Schools

ARANGEMENTS for the two NALGO summer schools, to be held at Oxford from July 2 to 9 and at Exeter from July 16 to 23, are nearing completion, and would-be students are advised to apply now for registration. Entry forms are available from the education officer at Headquarters.

Of the 80 places at Oriel College, Oxford, facilities will allow only a few to be allocated to women members, though the proportion is not yet known. Most students will be accommodated in single rooms, and some will have their own sitting-rooms. The programme will include a tour of the colleges, visits to the Bodleian Library and University Press, and the lawn tennis competition for the "Nathanya Cup." The lectures include :

The Central - Local Government Relationship—Sir WILLIAM DOUGLAS, K.C.B., K.B.E., permanent secretary, Ministry of Health; and MAJOR R. H. JERMAN, O.B.E., M.C., M.A., town clerk, Wands-worth.

Local Government Areas—Prof. G. D. H. COLE, Chichele Professor of Social and Political Theory, Oxford.

The Local Authority and the Citizen—Ald. J. E. MACCOLL, J.P.

Comparative Developments on the Continent—Prof. HENRY PUGET, Professor, Paris University.

Fees, including a non-returnable registration fee of £1 1s. are £6 6s. for members and £6 18s. 6d. for non-members.

At Exeter the school will be held at Hope Hall, one of the University College's halls of residence. Sixty students can be accommodated, mostly in double rooms, and full board will be provided. There is no restriction on the number of women members.

The lecture programme is :

The Electricity Service—Sir HERBERT SELF, K.C.B., K.C.M.G., K.B.E., deputy chairman of the B.E.A.

The Gas Service—T. MERVYN JONES, M.A., LL.M., chairman, Wales Area Gas Board.

The Health Service—T. PEIRSON, M.D., medical officer of health, Plymouth.

The Local Government Service—L. C. HILL, C.B.E., LL.D., M.A., lecturer in public administration, Exeter, and first general secretary, NALGO.

The Public Corporation and Parliamentary Control—The Rt. Hon. Sir HENRY SLESSER, P.C., J.P., formerly Lord Justice of Appeal.

In addition, students will visit Dartington Hall and hear a lecture from L. K. ELMHIRST, chairman of the trustees, on national parks.

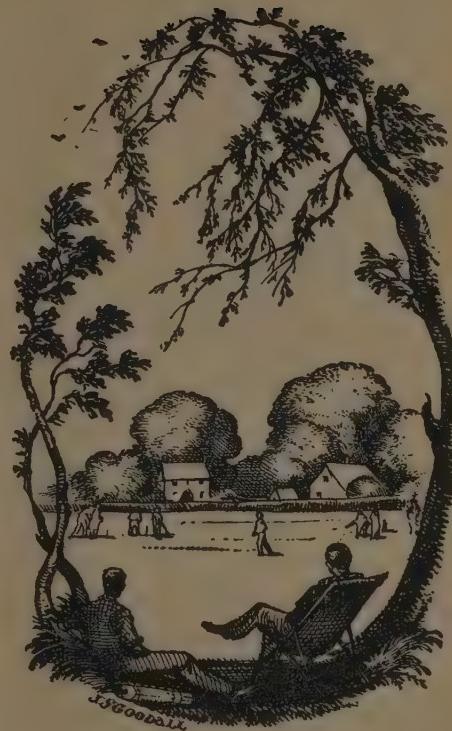
Fees, including non-returnable registration fee of £1 1s., are £6 12s. for members and £7 for non-members.

For each school the registration fee should be paid when forwarding the registration form, and the balance two weeks before the respective school begins.

If you want to get ahead...

GET A HAT!

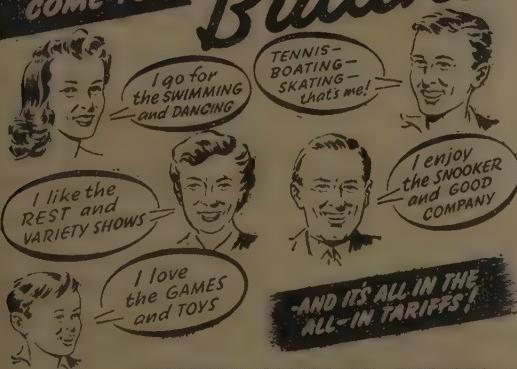
(Ask your girl friend)



**For the Holiday of
your choice**

COME TO

Butlin's



HOLIDAY CAMPS BY THE SEA at

PWLLHELI • FILEY • MOSNEY
(N. Wales) (Yorks) (Ireland)

SKEGNESS: AYR (Scotland): CLACTON-on-SEA

BOOK NOW. Write for free booklet to Butlin's Ltd.,
439, Oxford Street, London, W.1.

EARLY OR LATE—EVERYTHING'S IN FULL SWING AT BUTLIN'S

June

June—with cricket on the village green—brings England vividly to the minds of many who live in other lands. At this time of year visitors are arriving in large numbers and whether they journey on business or on pleasure the Midland Bank is ready to welcome them. Branches on great Atlantic liners and in arrival halls of airports attend to their financial needs while crossing the ocean and when arriving by air. In London, Overseas Branch in Old Broad Street, E.C.2, and Travellers' Departments at Poultry, E.C.2, and at 196a Piccadilly, W.1, are equipped to provide for the requirements of visitors. Provincial foreign branches at Birmingham, Bradford, Liverpool and Manchester are similarly designed for a specialized service, while the Bank at over 2,000 branches throughout England and Wales offers a complete service for international trade.

MIDLAND BANK LIMITED

SCOTTISH NOTES

By R. DEAS

District Committee : New Branches : Equal Pay : Summer School

THE wide range of NALGO's activities to-day was illustrated at last month's meeting of the Scottish district committee at Dundee, which had before it reports of meetings of the joint consultative committee, gas consultative committee, and the south-east and southwest electricity district consultative committees, in addition to the standing committees.

In the joint consultative committee the district officer stressed the need for up-to-date and detailed information on every aspect of the duties and responsibilities of the various professions for whom submissions were being made. Reference was made to the close liaison between the employers' sides of the English and Scottish Joint Industrial Councils and its bearing on questions raised in the Scottish Council. The disparity in salaries between chief officers and deputies was discussed, and two members agreed to draw up a statement for submission to the staff side of the J.I.C.

Separate Utility Branches.

Since the gas departments have now left the local authorities, a new organisation and regrouping of gas staffs has become necessary, and local authority branches have been asked to assist the new gas branches to find their feet.

Both the electricity consultative councils approved the proposed constitution, though the south-east council suggested it should be reviewed at the end of the year.

National Health Service branch organisation similar to that for the other public services seems advisable, and branches are urged to help the formation of separate branches wherever possible. A branch has been formed for the staff of the Scottish Dental Estimates Board, covering 130-150 members. Recruitment of staffs in passenger transport is now practically complete, and out of an estimated potential membership of 1,065, NALGO has already recruited 973.

Road haulage staffs are now being accepted into membership and 100 out of 150 of the headquarters staff of "Young's Express Deliveries" have joined. The district officer will appreciate the assistance of transport branches in further recruitment.

The district officer reported that he and his assistant attended 154 meetings or appointments during the quarter to April 23.

Equal Pay Campaign.

A report from the Scottish Equal Pay Campaign committee showed that this body, which was launched, largely at NALGO's instigation, some years ago but went into suspended animation while the Royal Commission was sitting, had recently revived and was becoming much more vigorous. About a dozen organisations are now represented and efforts are being made to win the support of more. In addition to distributing handbills at meetings addressed by the Prime Minister and Mr. Churchill, the committee is preparing a panel of speakers and making an intensive study of the whole problem in the light of the Royal Commission's report and the present position. The NALGO representatives are T. SPENCE, district secretary, Miss H. MONAGHAN, convener; women's sub-committee, J. GRAY, convener, propaganda sub-

committee, and MARGARET HAMILTON and ALEX LANE, appointed by the propaganda sub-committee.

The sports secretary reported that he had received 173 entries, golf with 69 (including eight women) and bowling with 60 (including four women) being the most popular. Branches have given about £30 to the prize fund.

Owing to the absence of SAM BRODIE through sickness, the chair at the district committee meeting was taken by D. GALBRAITH. The new assistant district officer, F. A. HOWARTH, was welcomed, and DON WILLIAMSON, Perth county branch secretary, was congratulated on his appointment as assistant district officer of the North Eastern area. D. REID, Ayr county, was elected to his place on the education committee.

Conference Fund. Branches have contributed more than £240 to assist Aberdeen branch with the expenses of Conference, and the district committee has rounded this off to £250. Aberdeen branch executive greatly appreciates the generosity of branches.

Summer School.—The programme for the Scottish summer school, to be held at St. Andrew's University from July 2 to 9, has now been completed and preliminary bookings may be made to the district officer. Charges are 15s. per day, plus 5 per cent. for gratuities, and the closing date for enrolment is June 18. The lectures are:

Reorganisation of the Electricity Supply Industry. J. S. PICKLES, Chairman, South-West Scotland Electricity Board;

Local Government — ROBERT BAIRD, Glasgow University; *Town Planning* — W. GORDON, senior town clerk depute, Glasgow; *National Health Service* — Senior officer of Department of Health for Scotland;

International Trade and Statistics — DR. JEAN PATTISON, School of Economics, Dundee;

Local Government Finance — ALEX PHILIP, City Chamberlain, Perth.

Member's Triumph at Rugby.

A. S. DUNBAR, of the city chamberlain's department, Edinburgh, captained the Heriot's F.P. Rugby Seven who won the Kinross Arber Cup at the Middlesex County Rugby Sevens tournament. It was their first appearance at this tournament.

—And on the Stage—Aberdeen county branch staged a successful performance of J. M. Barrie's "Dear Brutus" in the Aberdeen Students' Union recently, thus demonstrating the versatility and talents of local government staffs.

51 Years' Service—ALEXANDER NOBLE, of the social services department at Edinburgh, has just retired after more than 51 years' service. He entered the service of the Duddingston parish council—on a month's trial—in 1898, at the age of 13. When the parish was absorbed in the city of Edinburgh in 1920, Mr. Noble became district officer in Portobello, where he remained till his retirement. I should like to pay tribute to the way he knew his district and his helpfulness to the younger members of the finance staff who were being "broken in" to poor relief pays in what was one of the smaller areas.



"That reminds me—I really must write to NALGO about Continental holidays!"

MY BOOKSHELF

By EDWARD KAY

Problems of the Aged : Roots of Local Government

THE classic report of the Nuffield Foundation Survey Committee on the Problems of Ageing, issued in 1947 under the title of *Old People*, has been twice reprinted (Geoffrey Cumberlege : London, 3s. 6d.). It summarised the findings of a number of surveys of the conditions of old people under such heads as their incomes, housing and living conditions, life in homes and institutions, recreations, and employment. The economic hardships of the old are no longer so pressing as they once were ; nor are most old people in institutions—probably more than 95 per cent. live in private dwellings. Their difficulties derive from poor health, loneliness, unsuitable housing, lack of recreation, and even lack of employment. In addition to providing a valuable mass of facts which have proved of great value to local authorities and others who care for the aged, the committee recommended further research into special aspects of the subject, and now there appears *The Social Medicine of Old Age*, the report of an inquiry in Wolverhampton, by Dr. J. H. SHELDON (Cumberlege : London 5s.), embodying the results of a survey in which the medical aspects are emphasised but the social side by no means neglected. Dr. Sheldon has patiently collected objective evidence to support conclusions which hitherto lacked an adequate factual basis.

The Municipal Story

YET another reprint—the third—has been made of *His Worship the Mayor* by W. E. TATE (Nelson, 1s. 4d.), one of the most attractively written popular booklets on local government. It is intended for school children, but the grown-up who adopted a superior attitude to it would be unwise ; it is amazing how subtly Mr. Tate inserts information while seeming to be telling a pleasant historical tale. Though the book skates lightly over the whole field of local government, its emphasis is on the historical roots. The four sections are called "From Township to Manor," "The Story of the Parish," "Shire and County," and "The Story of the Borough."

School Buildings

MR. WINSTON CHURCHILL'S remark that "We shape our buildings and afterwards our build-

ings shape us" provides the theme of *The Modern School* by C. G. STILLMAN and R. CASTLE CLEARY (Architectural Press, 21s.). Though not a text book, it provides copious information about the way architects are constantly striving to find how to construct schools which are warm but well-ventilated, light, and convenient. The errors of the past are pilloried to illustrate the modern achievements.

The Law Again

The Local Government Act, 1948, by W. L. ROOTS, F. E. PRICE, and A. H. LONDON (Charles Knight, 21s.), setting out the Act, the associated statutory instruments, and ministerial circulars, together with a lucid explanatory commentary, will assist experts, and interest all local government readers. *A Detailed Index to the Education Acts*, by JOHN DAWSON (School Government Publishing Company, 7s. 6d.) provides a convenient guide for education staff, but the price for a 45-page book seems excessive. Legal departments will need the nineteenth edition of *Palmer's Company Law* by Judge A. P. A. F. TOPHAM (Stevens, 42s.). The Companies Act of 1948 made substantial changes in the law and the new edition was urgently needed. *Unemployment Insurance in Great Britain 1911-1918* by Sir FRANCIS TILLYARD, assisted by F. N. BALL (Thames Bank, 21s.) is a detailed history containing a good summary of current law of what the author well describes as "the most courageous of the social experiments" following the first world war.

A Popular Library

FIVE more Hutchinson's University Library volumes have reached me this month. If space permitted, each would merit discussion, for the topics all bear on our problems as public servants. Unfortunately, I can only describe the series broadly as a valiant attempt to cover, in 150 to 200 pages, the essentials of modern political and social knowledge and thought. The volumes are : *The British Commonwealth of Nations* by SIR IAN JENNINGS; *The Administration of the Law* by SIR HENRY SLESSER; *The Government of Britain* by WILFRED HARRISON; *Town & Country Planning* by M. P. FOGARTY, and *The State and the Citizen* by J. D. MABBOTT (all 7s. 6d.).

CIVIL SERVICE EXAMINATIONS

Clerical Classes 16-18; Executive Class 173-181; Officer of Customs and Excise 19-21; etc.
Specialised postal tuition by University graduates in all Civil Service exams.

10 per cent. reduction in fees for members of ALGO and their families.

Write for particulars to:

VIL SERVICE CORRESPONDENCE SCHOOL

Station Parade, Balham High Road, S.W.12.

LOCAL GOVERNMENT AND PUBLIC ADMINISTRATION EXAMINATIONS

Are held in June and December by the CORPORATION OF CERTIFIED SECRETARIES

For particulars—apply the Secretary
CERTARIES HALL, 28, Fitzroy Sq., Lond. W.1

High Wycombe and District War Memorial Hospital, Bucks.—Nursing Orderlies required (male or female), with some previous nursing experience. Apply with full particulars to Matron.

High Wycombe and District War Memorial Hospital, Bucks.—Assistant Nurses required (male or female). Apply with full particulars to Matron.

High Wycombe and District War Memorial Hospital, Bucks.—Additional Staff required for opening of new wards in connection with the above Hospital, situated in pleasant surroundings only 28 miles from London.

Senior Sister for Administrative Duties

Junior Administrative Sister

Night Sister

Junior Night Sister

Ward Sister for Chronic Sick Wards shortly to be opened, to accommodate 24 patients.

Staff Nurses for Day and Night Duty.

Apply with full particulars to Matron.

Thousands of School of Accountancy Students have risen from the ranks to

SUCCESSFUL CAREERS

as Directors, Managers, Accountants, Company Secretaries, Cost Accountants, Works Managers, Office Managers, Auditors, Company Registrars, Local Government Officers, Stores Controllers, Cashiers, Chief Clerks—and in other Executive Appointments at

SALARIES RANGING FROM £500 TO £2,000 A YEAR

School of Accountancy Postal Tuition brings success and security to average men and women who have the initiative to qualify for responsible positions. There are also Courses in Business Training for youths and young ladies. Eminent University Lecturers testify to the thoroughness and efficiency of The School's Tuition Service.

Send for this 170 page FREE GUIDE to Careers

C.I.S. Local Government Examinations

The School's NEW Courses for the Local Government subjects in the Examinations of the Chartered Institute of Secretaries are now available. Write for full details.

Read the inspiring records of The School's Students in every branch of administration and in Matriculation, Professional and Commercial Examinations.

Learn how you can obtain free advice from the Careers Adviser.

The School of Accountancy

100 REGENT HOUSE, GLASGOW, C.2

SHELL HOUSE, JOHANNESBURG

MUSIC LOVERS!

Do you know that you can form a New Era group with friends and Colleagues and can go to a series of six New Era Concerts in the Albert Hall at reduced prices? Groups may consist of as few as five members. "The Times" music critic said of the February concert:

"The programmes and the quality of the performances at the New Era concerts give them a place apart among London's serial orchestral concerts."

World Famous Artists and the Philharmonia Orchestra have been engaged. Six concerts will be given during the season on Tuesday evenings, beginning October 11th. The scheme is non-profit making.

DO NOT delay. Start organising NOW. Write at once to the Group Scheme and next season's programme to the Secretary.

NEW ERA CONCERT SOCIETY, Ltd.,
7, Queen Anne's Gate, London, S.W.1.
Telephone : WHItehall 8549 (mornings).

An Unique Opportunity For a Short Time Only

To anyone purchasing 100 Boxes of Staples (each box containing 1,000), our "BULLSEYE" STAPLING PRESS will be PRESENTED GRATIS.



PRICE 15/- EACH

TAX FREE

Please Send for List

Staples 1/11 per 1000
(including Purchase Tax)

SABELL & CO. Stationery Sundriesman
22 Bromsgrove St., Birmingham 5. Phone MID. 1903

NETHWAY HOTEL FALKLAND AVENUE TORQUAY
A SELECT HOTEL (unlicensed) where FOOD, SERVICE AND SITUATION ARE OUTSTANDING. Summer Terms 7-8 guineas. Proprietor—Ex NALGOITE—C. W. S. WILLIAMS

POSTAL TUITION

FOR THE

PROMOTION EXAMINATION

AND FOR THE

DIPLOMA IN**PUBLIC****ADMINISTRATION**

OFFICIALLY APPROVED AS AN ALTERNATIVE

Wolsey Hall prepares candidates for these Examinations by means of up-to-date postal courses drawn up and individually conducted by highly qualified graduate tutors. A Guarantee is given that in the event of failure, tuition will be continued free. At London D.P.A. Examinations 1948 (Whole Exam.) 78 WOLSEY HALL STUDENTS PASSED, forming OVER ONE-THIRD OF THE PASS LISTS: 59 Passed One Part Only.

Write for Prospectus, mentioning examination in which you are interested, to C. D. Parker, M.A., LL.D., Director of Studies, Dept. RH,

WOLSEY HALL, OXFORD

PROPRIETORS: DIPLOMA CORRESPONDENCE COLLEGE, LTD.

I.C.S. STUDY COURSES
ensure a successful career

"What makes good men is . . . instruction."

—ARISTOTLE

SUCCESS comes to those who know their own business best and who can produce practical proof of it. Countless I.C.S. students have achieved their ambition by a course of home study.

I.C.S. prepare you for examinations in the various branches of Local Government Service or in any other business or profession. They offer postal instruction in a wide range of subjects. Write today for free booklet describing any of the courses you see here, or state your requirements.

Some of the Examination Courses on which I.C.S. offer sound instruction :

ROYAL INSTITUTE OF BRITISH ARCHITECTS
ROYAL INSTITUTION OF CHARTERED SURVEYORS
INSTITUTION OF MUNICIPAL ENGINEERS
EXAMINATION FOR BUILDING INSPECTORS
INSTITUTE OF BUILDERS
INSTITUTION OF CIVIL ENGINEERS
INSTITUTION OF MUNICIPAL ENGINEERS
INSTITUTE OF FIRE ENGINEERS

(I.C.S. students preparing for Exams are coached until successful)

CUT HERE

INTERNATIONAL CORRESPONDENCE SCHOOLS Ltd.,
(Dept. L.G.5.) International Buildings, Kingsway, London, W.C.2

Please send booklet on your courses in

NAME

AGE

ADDRESS





What's in a pint

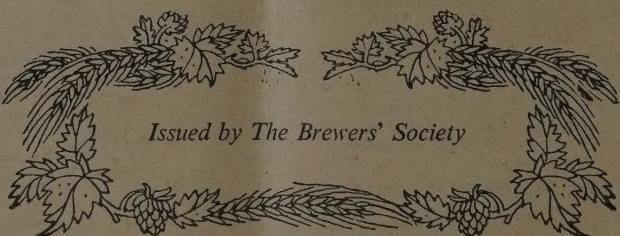
Some people seem to think that the brewing of beer today involves the use of "chemicals." By that they mean that it's not made in the traditional way with wholesome ingredients.

In fact they are quite wrong. Beer today is just as pure and wholesome as ever, but for the time being its strength is restricted by the Government. The method of brewing is fundamentally the same as it was hundreds of years ago, only on a much larger scale. The essential basis is the same too—barley, hops, yeast.

The barley is converted into malt, which is the main body of beer; sugar may be added and the mixture is boiled with hops, which give flavour; after cooling, yeast is added and ferments and transforms the whole into fine beer.

It sounds simple and it is. But like all simple things it depends on knowing how. That is the art of brewing.

Issued by The Brewers' Society





If I've said it once, I've said it a hundred times—the Co-op's just my cup of tea! It's simply unbelievable the amount of money I've saved in the past few years, simply by letting my dividends stay in the Co-op. And with National Membership* there'll be bigger savings than ever.

Think of what you buy when you're on holiday! And the number of times in the past twenty years I've spent a night or two nights over at Ravensthorpe with Dora and

I've always had to pop out and get something or other at the local Co-op. Why, I reckon National Membership is an extra lump of sugar in the cup. And then there's C.W.S goods. Buying them makes a difference, too—a penny less here and a penny less there on one's daily necessities soon mounts up. No, if I've said it once, I've said it a hundred times—the Co-op's just my cup of tea!"

★ Since the 31st January members of Co-operative Societies covering 95% of the Movement's membership have been able to buy at ANY store in the Scheme and receive dividend remitted to their own Society. In short, a member can now shop away from home and still get Co-op dividend.



An announcement of the
CO-OPERATIVE WHOLESALE SOCIETY LTD.

ON 1885 (E)

MONEY IN SEARCH OF MEN—



Let your Power to Speak
ATTRACT IT!

To-day, golden opportunities present themselves more and more frequently. Are you sure you are prepared to seize the chance of success in life? Have you ever noticed how often, despite similar capabilities and qualifications, two people have an immense disparity in earning capacity? The answer is simple—PERSONALITY! The most important factor in achieving personality is your ability to SPEAK. To increase your earning power, achieve success in life, it is absolutely essential that you advertise yourself, sell your capabilities to your superiors and associates. This can only be done by effective speech—the secret of success in any walk of life.

LEARN ABOUT THE NEW EASY METHOD

This Unique Book, "How to Work Wonders with Words," explains how to acquire quickly the ability to speak effectively, develop poise, personality, how to banish timidity, self-consciousness, and lack of confidence.

WHAT THIS BOOK WILL SHOW YOU

How to increase your income.
How to promote business through speech.
How to train your memory.
How to make the right impression.
How to propose and respond to toasts.
How to make an announcement.
How to write better letters.
How to enlarge your vocabulary.
How to develop self-confidence.
How to acquire a winning personality.
How to overcome fear.

THE SPEAKERS' CLUB
(Dept. LC/ES20),
MARPLE, CHESHIRE

Please send me a copy of your inspiring book "How to Work Wonders with Words." I enclose 2d. in Stamps.

NAME

ADDRESS.....

**SEND 2d. STAMP
FOR THIS AMAZING BOOK**

Write or post
coupon for
your copy
NOW!



THE SPEAKERS' CLUB
(Dept. LC/ES20),
MARPLE - CHESHIRE

EXAMINATION SUCCESS FULLY GUARANTEED

CHAMBERS COLLEGE, founded in 1885, provides the finest and most up-to-date Home Preparation Courses for Municipal Examinations including:

Sanitary Inspector (Jt. Board)
Meat and Food Inspector
A.R.San.I., M.R.San.I.
Institute of Housing
Weights and Measures Inspection
Diploma of M.R.I.P.H. & H.
College of Preceptors' Certifs.

London Matric. & B.Sc. (Eng.)
The New PROMOTION EXAM.
Chartered Institute of Secretaries
A.R.V.A., A.C.C.S.
Inst. of Mun. Engineers
A.M.I.C.E., A.M.I.E.E.
A.M.Inst.W. & H.S., etc.

THE ACID TEST OF TUTORIAL EFFICIENCY, SUCCESS—or NO FEE

We definitely guarantee to get you through your chosen exam. If we fail to do so, then your tuition fee will be refunded in full.

POINTS IN OUR TUTORIAL SYSTEM

- Fees are inclusive of the latest editions of all necessary standard text books.
- All fees may, where desired, be paid by moderate monthly instalments.
- All courses are prepared and students' work corrected by highly qualified experts with a wide experience of Municipal Examination requirements.
- Our Pass Record in all examinations is consistently well over 90 per cent. and includes many top places.

You are invited to fill in and post the attached coupon or write for a FREE copy of our new Municipal Guide which will be gladly sent free and without any obligation whatever on your part while stocks last.

COUPON

**CHAMBERS
COLLEGE**

Dept. 212

148, HOLBORN
LONDON, E.C.1

CHAMBERS COLLEGE (Dept. 212)
148, HOLBORN, E.C.1

Please send me your MUNICIPAL GUIDE

NAME

ADDRESS.....

Exam in which interested.....

(Id. stamp only required if unsealed)

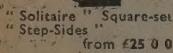
MODERN Ringcraft



"Solitaire" Diamond Claw-Set from £12 10 0



"Solitaire" Diamond with Set sides from £15 0 0



"Solitaire" Square-set Step-Sides

from £25 0 0



"Solitaire" Diamond Fancy Shoulders

£16 16 0



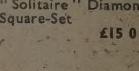
Diamond & Sapphire Cluster-Style from £20 0 0



"Solitaire" Diamond Coronet-Set £20 0 0

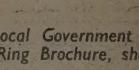


"Cross-Over" Two Diamonds Coronet-Set from £15 0 0



"Solitaire" Diamond Square-Set

£15 0 0



"Solitaire" Diamond Fancy Shoulders

£25 0 0



Fancy Diamond Cluster £17 10 0



Three Diamonds "Cross-Over" Style from £16 16 0



Wedding Rings in various styles



Gents' Gold Signet Rings in various styles

Members of the Local Government Service are invited to write for Free Ring Brochure, showing latest styles.

WINEGARTENS Ltd,

157 · BISHOPSGATE · LONDON · E.C.2

TELEPHONE: BISHOPSGATE 1786

Hours of Business:

JUNE

Monday to Friday 9 a.m. to 6 p.m.

Saturday, Closed all day.

Additional day entirely close

June 3rd.

As Jewellers of repute and manufacturers of beautiful Rings, the name of Winegartens is acknowledged as the foremost in the country. By the fastidious selection of the choicest gems and the careful designing of suitable settings, Winegartens create rings that truly add pleasure to the pride of possession.

Mortons

for
Personal
and Home
Requirements



2' 6" Oak Bureau, with pigeon-holes, 3 drawers, etc.
£15-6-8 cash

Ask for our Terms
of Business

General Catalogue Free
on Request

Ladies' and Men's Outfitting,
Latest Furniture Designs,
Bedding, Radio and Electrical
Watches, Clocks, Mowers,
Cycles, Prams, Travel Goods,
etc.

Write: [MORTONS, (Dept. MO)]
Highbury Place, London, N.S.



Plain Rayon Mar-
cain Dress, a lovely
shade of Mist Lilac.
Cabaret Blue or Tan.
Cash price £1 8
(or 7/8 down and 7
monthly instalments
of 9/1)

AN AUTHORITATIVE 100 pp. GUIDE TO CAREERS (SENT FREE ON REQUEST)

is issued by the Metropolitan College, the leading Commercial, Professional and University Training Institution in the British Empire.

EXPERT POSTAL COACHING
for all Accountancy, Secretarial and Legal Exams.
Diplomas in Public Adminn. and L.G. Promotion, Professional Prelim. and Matric. exams., London University Degrees, many (non-exam) courses in business subjects, etc.

INVEST IN YOURSELF—IT PAYS!
Write to-day for the FREE "Guide to Careers" which shows clearly how to secure that advancement upon which your future happiness depends. Mention exam. if any in which you are interested.



METROPOLITAN COLLEGE
(G3/2), ST. ALBANS (or call 30, Queen Victoria St, London, E.C.4.)

DUNLOP & RANKEN LTD LEEDS

TELEPHONE 27301 (20 LINES)

STEEL SECTIONS & BARS
PLATES SHEETS HOOPS ETC

STRUCTURAL
STEELWORK